

CSS

CCT

# COBB COUNTY



## Senior Adult Transportation Study

### FINAL REPORT

September 2007



Wilbur Smith Associates



# **Cobb County Senior Adult Transportation Study**

## ***Final Report***

**Prepared for:  
Cobb County Department of Transportation  
1890 County Services Parkway  
Marietta, GA 30008  
(770)-528-1650**

**Prepared By:  
Wilbur Smith Associates  
510 Thornall St., #385  
Edison, NJ 08837  
732-343-6220**

*In Association with:*  
KFH Group, Inc.  
4920 Elm Street, Suite 350  
Bethesda, MD 20814  
(301)-951-8660

Kathleen McNulty  
kmmcnulty@bellsouth.net  
(770)-218-1976

**WSA Project #100722  
September 2007**



## Acknowledgements

*This Senior Adult Transportation Study was made possible through the support of the following Project Staff:*

### **Project Management Team**

- Pam Breeden, CSS
- John Green, CSS
- Rebecca Gutowsky, CCT
- Jeanine Redden, CSS
- David Schilling, ARC
- Janet Shaw, DOT
- Beth Stalvey, ARC
- Larry Stokes, DOT
- Laraine Vance, DOT
- Wilbur Smith Associates:  
Marlene Connor, Jim McLaughlin
- KFH Group, Inc.
- Kathleen McNulty

### **Stakeholder Committee**

- Dr. James Anchors, White House Council on Aging
- Paul Barnes, Regional Commissioner, Social Security Administration
- Cathie Berger, ARC
- Mike Beuttel, North Cobb Golden K (North Cobb Senior Center)
- James Philips, Trinity Chapel
- Kellie Bollman, Cobb-Douglas Community Service Board
- Bill Brown, AARP
- Lou Little, WellStar Windy Hill Hospital
- Bob Carr, Common Courtesy
- Bill Cooper, Cobb County Chamber of Commerce
- Ron Davis, Smyrna Golden K (Windy Hill Senior Center)
- Irving Harris, Celestial Care Services
- Debi Heaton, Cobb Community Collaborative
- Darlene Jewell, Veolia
- Bonnie Johnson, Kiwanis Club of East Cobb County
- Maureen Kelly, ARC, AAA, Voucher Program, Sr. Citizen Advisory Council
- Carole Kelly
- Steve Kish, GDOT
- Nysia Lanier
- Linda Lee, Live Healthy Cobb
- Ken Marlin
- Tim McDaniell
- Sybil Meyers
- Dr. Randy Mickler, Mount Bethel United Methodist Church
- Gary Miller, Jewish Family and Career Services
- Carole Morgan, Kiwanis Club of Marietta
- Jennie Myers
- Walter Robinson, WB Robinson Co
- Helen/Louis Rosengarten
- James Savage
- Kathy Simpson, CCT Accessibility Advisory Committee
- John Thompson, Transit Advisory Board
- Charles Walker, United Way
- Lewis Walker
- Carolyn White, ARC Community Outreach



## Table of Contents

<b>Section</b>	<b>Title</b>	<b>Page</b>
1	INTRODUCTION	1
	1.1 Purpose of the Study	1
	1.2 Report Contents	1
	1.3 Public Involvement Opportunities	1
	1.4 10-Year Vision and Goals for Cobb County	2
	1.4.1 What is a 'senior-friendly' County?	2
	1.5 Coordination Challenges in Cobb County	4
2	DEMOGRAPHIC TRENDS	5
	2.1 Cobb County Overview	5
	2.2 National Senior Demographic Trends	7
	2.3 Senior Mobility Challenges	7
	2.4 Summary	8
3	TRANSPORTATION PROVIDERS	9
	3.1 Cobb Community Transit	9
	3.2 Cobb Senior Services	9
	3.3 Major Provider Summary	10
4	GAP ANALYSIS/ASSESSMENT OF NEEDS	13
	4.1 Gap Analysis/Assessment of Needs	13
	4.2 Overall Perceptions of CCT and CSS	14
	4.3 CCT and CSS Specific Needs Analysis	15
	4.4 Needs Assessment Summary	17
5	MOBILITY OPTIONS FOR COBB COUNTY	19
	5.1 Why Change Transportation Service Delivery in Cobb County?	19
	5.2 Coordination Levels	20
	5.3 Tier Coordination Elements	21
	5.3.1 Tier 1 – Short-term Coordination	21
	5.3.2 Tier 2 – Intermediate Coordination	23
	5.3.3 Tier 3 – Long-term Plan of Action	24
	5.4 Benefits of Alternatives – Tier 1, Tier 2, and Tier 3	25
	5.4.1 Cobb County Customers	25
	5.4.2 Operations	26
	5.5 Agency Specific Benefits	27
	5.5.1 Cobb Community Transit	27
	5.5.2 Cobb Senior Services	27
	5.6 Summary	28



<b>Section</b>	<b>Title</b>	<b>Page</b>
6	COBB COUNTY – BENEFITS OF COORDINATION OF COMMUNITY TRANSPORTATION SYSTEMS	29
7	IMPLEMENTATION STRATEGIES/RECOMMENDATIONS	33
	7.1 Collaborative Decision-Making	33
	7.2 Next Steps for Cobb County	34
8	SHORT-TERM COORDINATION STEPS	35
	8.1 Tier 1 – Short-term Steps	35
	8.2 Short-Range Plan of Action	37
9	INTERMEDIATE COORDINATION STEPS	41
10	LONG-RANGE COORDINATION STEPS	45
11	FINANCIAL PLAN	47
	11.1 Cost Estimates	47
	11.2 Funding Resources	47
	11.2.1 Potential Local and Regional Resources	49
	11.2.2 Federal Transit Resources	50
	11.3 Funding Recommendation	51

## **APPENDICES**

APPENDIX A: Workshop Comments

APPENDIX B: Baseline Report

APPENDIX C: Demographic Report – Beverly Foundation

APPENDIX D: Key Stakeholders

APPENDIX E: Best Practices

APPENDIX F: CTAA Resource

APPENDIX G: Mobility Manager Job Description

APPENDIX H: FTA Section 5310 Process

APPENDIX I: Volunteer Friends Model

APPENDIX J: Complete Streets



## List of Exhibits

<b>Exhibit</b>	<b>Title</b>	<b>Page</b>
1	Cobb County Demographic Data	6
2	CSS and CCT Transportation Statistics	11
3	Gap Analysis by Agency	16
4	Cost Estimates Tier 1	48



## Section 1: Introduction

---

The Cobb County Department of Transportation contracted with Wilbur Smith Associates to prepare a comprehensive Senior Adult Transportation Study. The project focused on senior adult transportation needs and mobility options for Cobb County. This report presents a summary of the study process, assessment of needs and recommendations for future improvement strategies. Several appendices include the background data supporting this study. These appendices were provided to Cobb County for review and comments were incorporated throughout the study process.

### 1.1 Purpose of the Study

The purpose of this study is to document the existing transportation resources and current needs for senior adults within Cobb County. This Final Report describes the existing conditions in the County related to transportation services, the unmet needs within the County and alternative development plans for the future. This report will support the local champions in the development of a comprehensive mobility strategy for senior adults in Cobb County.

### 1.2 Report Contents

Section 2 provides a summary of senior demographic trends for Cobb County as well as comparable national trends. Section 3 provides a snapshot of Cobb County transportation service provider data. Primary providers for the area are Cobb Community Transit and Cobb Senior Services. Section 4 identifies the gap analysis and assessment of needs for the County. Section 5 describes mobility options for Cobb County as a three-tiered approach to successful implementation. Section 6 discusses the overall potential benefits of coordination. Section 7 introduces the implementation strategies for Cobb County coordination and WSA study team recommendations. Section 8 provides a detailed step-by-step short-term plan for Cobb County. These steps set up the internal infrastructure improvements which will create a sustainable framework for improvements. Section 9 provides the intermediate timeframe recommendations and establishes some of the external partnerships which will be important, and Section 10 provides the long-range strategy for Cobb County. Section 11 provides a glance at potential funding sources for the coordination plan and identifies program development costs for Cobb County.

### 1.3 Public Involvement Opportunities

Public involvement is a key element in the success of developing viable community mobility plans. As part of this effort, the WSA study team conducted a variety of programs designed to gain input from the community in the development of the recommended alternatives. This started with creating two

working groups that were briefed and provided input to the study team throughout the duration of the study.

One was a Project Steering Committee, which primarily consisted of staff representatives of agencies directly affected by the study, including Cobb County Department of Transportation, Cobb Senior Services and Cobb Community Transit. The second committee was a broader stakeholder group, which was an eclectic combination of local groups, residents, service providers, policy makers, volunteer agencies, the business community and advocates. Each group was provided with briefings at important points of the study and the stakeholder group especially provided valuable insight, ideas and input.

Community open houses were held in various County locations to receive input and feedback on transportation needs and solutions for the future. Citizen participation was openly welcome and appreciated. Additional information on this element is provided later in this report and in Appendix A.

#### **1.4 10-Year Vision and Goals for Cobb County**

With assistance from the local Cobb County project team, citizens, elected officials, and the study team, a vision was created for this coordination plan. The vision encompasses the overall quality of life for Cobb County senior residents. The vision suggests where Cobb County would like to be in 10 years. This Final Report identifies steps to support that vision.

The Cobb County vision improves accessibility and mobility for older adults living in Cobb County. The primary goals associated with this effort include:

- Assessing existing transportation services provided by relevant organizations and agencies;
- Understanding and quantifying the travel needs, preferences and priorities of senior adults living in Cobb County by talking to stakeholders and community residents;
- Identifying opportunities to improve coordination and service delivery; and
- Creating a strategic plan that lays out a process to design effective and efficient services that meet the needs of senior adults in Cobb.

**10-Year Vision:  
Cobb County is identified as a  
'senior-friendly' County.**



##### **1.4.1 What is a 'senior-friendly' County?**

Cobb County staff and elected officials recognize the need for an improved environment for seniors in their community. In concert with the County's work in housing and land use activities for seniors, Cobb County continues to broaden its approach to access and mobility for its residents and can use the vision below in attracting seniors to live in the community.

The following detailed transportation vision contains concepts that describe what the County is striving for as a 'senior-friendly' County in the next 10 years.

- Mobility options for seniors include fixed transit services which provide connections throughout the County as well as providing regional connections to Atlanta and MARTA. For those areas which are inefficient to serve with fixed-route service, the County is divided into demand-responsive and feeder service zones, which connect to the fixed-route network.
- The senior and neighborhood centers are primary hubs for transit connections, providing a friendly, accessible place for seniors to meet and to transfer between services. These centers also provide additional resources, such as information and referral services, as well as locations to purchase passes and tokens and other fare media.
- The senior and neighborhood centers are the primary connection points to the county-wide marketing and communication program.
- A network of taxis and other community-based services provide connections throughout the County as part of the family of services.
- A County-wide travel training program is in place. The program provides regularly scheduled training for the fixed-route and demand responsive services. These services are monitored and evaluated regularly to provide valuable insights and updates. Individuals who have been travel trained have become ambassadors for the transportation network, working at the grassroots level in their local communities as part of a broader public education campaign to engage the municipalities into the program.
- Transportation and information are accessed through one phone number, through which scheduling, dispatching, travel planning, information and referrals are provided.
- A County-wide information, marketing, education, and communication program has been developed. Information is regularly and consistently provided through a variety of media including local papers, radio, and television and through distribution of brochures at a wide range of locations. The County website is updated regularly with transportation links and information.
- The framework for a County-wide volunteer transportation network is now in place. The program provides for the participation of many programs including the faith-based community and their wide network of vehicles and volunteers. Participation includes non-profit programs, which broaden opportunities for funding resources outside of the government funding structure, including pursuing of foundation and other grant programs.

The WSA study team used the above vision to shape the future coordination efforts identified in this plan.

## 1.5 Coordination Challenges in Cobb County

In the overall needs assessment, the WSA team identified a number of immediate challenges to Cobb County transportation coordination. These challenges are listed below and are discussed in detail later in this report.

### Challenges:

- Limited connectivity among providers
- Limited evening/weekend service
- Only 5 of 8 Senior/Community Centers have public transportation access
- Limited funding, with regulatory and institutional barriers
- Cobb Community Transit only serves the ADA ¾- mile boundary
- CCT bus stops are too far for seniors to access
- Lack of community outreach and education
- Lack of accessible pedestrian accommodations.

## Section 2: Demographic Trends

---

Section 2 provides a summary of Cobb County senior demographic trends and of national trends. A detailed Baseline Report was submitted to the local study team for review. The Baseline Report included detailed demographic information for the study area and surrounding communities. Comments were incorporated into that report, as appropriate. Appendix B presents the full demographic report and a summary of the information is shown below.

### 2.1 Cobb County Overview

Cobb County, Georgia is a growing community with a strong commitment to providing support services for its ever increasing senior adult population. The total area of Cobb County is 340.2 square miles including the incorporated cities of Acworth, Austell, Kennesaw, Marietta, Powder Springs and Smyrna. Similar to many other areas within the United States, the portion of County residents age 55 and above is growing faster than the total population. The 2000 Census reported that Cobb County had 607,751 residents.

#### 2000 Census

- 14 percent were over age 55 years
- 7 percent, or 41,935 persons, were over age 65 years

From 1990 to 2000, the population over age 55 grew by 50 percent, while the overall population in the County grew by 30 percent. By 2015, residents over age 55 are anticipated to reach 92,813, representing 11 percent of the Cobb County population. By year 2030, the senior adult population is anticipated to double, and represent 20 percent of the total population of the County. Exhibit 1 presents overall demographic data for Cobb County, as presented in the Baseline Report.

## Exhibit 1 Cobb County Demographic Data

### Population<sup>1</sup>

Total population in Cobb County	607,751
Total population over 65	42,218
% of the population over 65	6.95%
Total population over 85	4018
% of the population over 85	.66%
Total population age 50-64	112,413
% of the population age 50-64	18.49%

The 65+ population grew by 49% in Cobb County from 1990-2000, higher than the 29% rate of growth in the total population living in Cobb County.

### Housing

% of 65+ individuals living alone	37.76%
% of 65+ individuals who own their home	84.17%
% of 65+ individuals who rent	15.83%
% of 65+ individuals in high cost housing <sup>2</sup>	20.55%
% of 65+ individuals who moved into their current residence before 1970	28.02%
% of 55-64 individuals who moved into their current residence before 1970	8.72%
% of 65+ individuals living in housing built prior to 1950	24.31%
% of 55-64 individuals living in housing built prior to 1950	7.77%

### Income

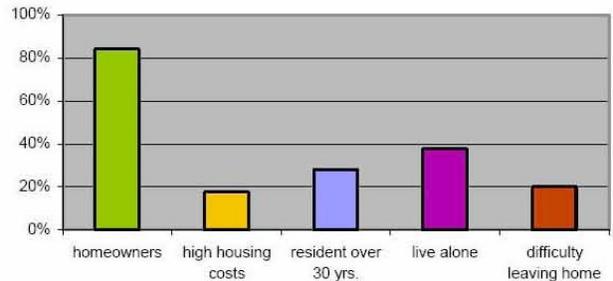
% of 65+ with income below poverty	6.83%
% of 65+ with income below \$15,000/yr	19.35%

45% of the 65+ renters in Cobb County live in high cost housing compared to only 15.6% of homeowners.

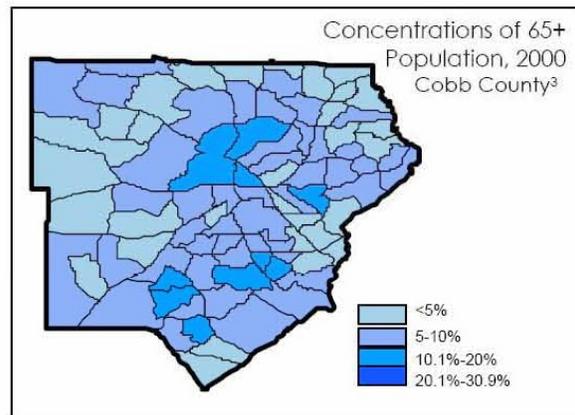
### Disability

65+ individuals with self-care limitation	3,726
65+ individuals with disabilities that prevent them from leaving the home	8,461

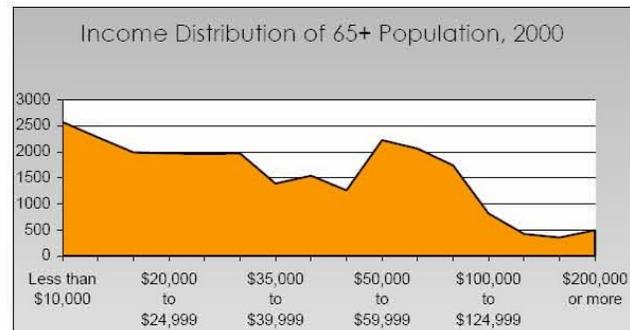
Housing Characteristics of 65+ Population in Cobb County, 2000<sup>2</sup>



Concentrations of 65+ Population, 2000 Cobb County<sup>3</sup>



Income Distribution of 65+ Population, 2000



<sup>1</sup> All data comes from the 2000 US Census.

<sup>2</sup> High cost housing is defined as a total monthly housing expense (either rent or mortgage payment) that exceeds 35% of an individual's monthly income.

<sup>3</sup> Map demonstrates percent of population in each census tract over the age of 65 (ARC Research).

Atlanta Regional Commission  
Area Agency on Aging  
40 Courtland Street  
Atlanta, Georgia 30303  
404.463.3224

## 2.2 National Senior Demographic Trends

Today's senior citizens are different from yesterdays, and tomorrow's will be distinctly different too. Living longer, being more mobile, and expecting more are just a few characteristics. According to the 2000 Census, 12 percent of the total U.S. population was age 65 or older. The U.S. Department of Health and Human Service, Administration on Aging identified the following national data for older Americans.

- Older women outnumber men at 20.6 million to 14.4 million older men.
- Half of older women age 75+ live alone.
- By year 2030, the senior population will more than double to about 70 million.
- The age 85+ population is projected to increase from 4.2 million in 2000 to 8.9 million in 2030.
- Approximately 3.4 million older persons lived below the poverty level in 2000.

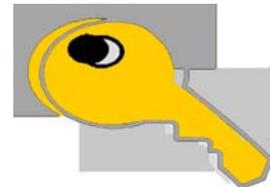
In 2000, persons reaching age 65 had an average life expectancy of an additional 17.9 years (19.2 years for females and 16.3 years for males). A child born in 2000 could expect to live 76.9 years, about 29 years longer than a child born in 1900. The older population will continue to grow significantly in the future. It is estimated between the years 2010 and 2030 this trend will burgeon when the baby boom generation reaches age 65.

Knowing the above local and national statistics, Cobb County is actively pursuing the 'senior friendly' goal of providing an environment conducive to meet these needs.

## 2.3 Senior Mobility Challenges

Transportation among the growing senior population will continue to be a primary issue and focus according to the Beverly Foundation, a non-profit agency that provides information, including research and demonstration projects, to encourage senior mobility and transportation within communities. Several research projects at the Beverly Foundation have revealed themes for the senior population as they age:

- Older adults continue driving as long as possible because they are unaware of, or do not believe, they have alternative means of transportation.
- Older adults frequently limit their driving, or stop driving altogether, because of functional difficulties.
- Next to health, transportation is the most important issue for seniors.
- By the time older adults stop driving, many are so disabled they are unable to use most public and paratransit systems.



Appendix C provides a report produced by the Beverly Foundation focusing on senior mobility and providing community options.

## **2.4 Summary**

Section 2 provides a snapshot of Cobb County demographic data and also a look at senior population growth across the nation. Communities similar to Cobb County are faced with finding resourceful solutions to meet senior transportation needs. This study provides initial resource information and identifies steps toward meeting those needs within the next ten years.

## Section 3: Transportation Providers

---

The two primary transit providers in Cobb County are Cobb Community Transit and Cobb Senior Services. Detailed information is included in the Baseline Report for each of the agencies. Below is a summary of services for each agency. In addition to Cobb Senior Services and Cobb Community Transit, many organizations provide transportation services to older adults, primarily in connection with other types of services, such as medical clinics and health programs.

### 3.1 Cobb Community Transit

The Cobb County Department of Transportation operates Cobb Community Transit, a system of 20 fixed-routes, including four express routes operated for the Georgia Regional Transportation Authority that link communities in Cobb with the larger public transportation network of services in the greater Atlanta region. CCT services are concentrated in the densely populated corridor along I-75 and the southern portion of Cobb County. Hours of operation are from approximately 5:30 am to midnight, Monday through Friday, with a reduced Saturday schedule.



According to the Cobb County Transit Planning Study, CCT ridership averages 13,500 weekday and 7,300 Saturday unlinked trips. Ridership has experienced a consistent level of growth. CCT has therefore added expanded service, particularly peak period express service to meet demand. Per the requirements of the Americans with Disabilities Act, CCT offers complementary curb-to-curb paratransit services to individuals who reside within  $\frac{3}{4}$ -mile of existing routes and have mobility constraints that prevent them from using the fixed-route service.

CCT operates 35 standard 40-ft buses, 45 over-the-road coaches and 16 paratransit cutaway vehicles. The existing base fare for local service is \$1.25, \$2.50 for paratransit service, and \$3.00 for express services. On July 24, 2007 the Cobb County Board of Commissioners approved fare modifications that will be effective on November 1, 2007.

### 3.2 Cobb Senior Services

Cobb Senior Services transportation service primarily consists of access to its senior and neighborhood centers, as well as medical and some shopping trips. Cobb Senior Services operates both fixed-route and demand response service. Fixed-route for CSS is defined as service that operates daily emanating or terminating at a center. The CSS fixed-routes do not utilize bus stops, but rather

are designed to serve seniors living in proximity to a center from their place of residence. Seniors request in advance which days to attend the centers. These “fixed-routes” operate door-to-door and routes change to reflect the daily demand. CSS also operates demand response service to its qualified clients, providing door to door transport for more broad needs, including prescheduled medical appointments.

Funding for transportation is from Title 3, Social Service Block Grants, County Based Service Grants, Cobb County resources and farebox revenue. CSS currently operates 39 cutaway center isle vehicles with four vehicles qualifying as surplus and one 40-foot coach, currently not used for revenue service.



In FY 2006, CSS provided approximately 70,000 unlinked trips and operated approximately 500,000 miles. Subscription trips represent about 30 percent of total trips. CSS operates door-to-door service Monday through Friday, 8 am to 5 pm. Base fare is \$1.00 per trip. Currently, CSS has a waiting list that averages approximately 100 people.

Cobb Senior Services began a voucher program two years ago with funding from the Atlanta Regional Commission. The qualification process for this program is the same as qualifying for CSS transportation. The voucher program allocates \$500 annually to an individual that can be used for transportation purposes. Participants are given a coupon booklet with increments of \$1 and \$5 coupons that are given to the transportation provider. The participant or ‘owner’ of the vouchers may choose to provide their own money as matching resources for the purpose of traveling. Any money in this account not used after one year reverts back to Cobb Senior Services. The system allows the individual to travel whenever and wherever they wish, giving the participant significant flexibility and convenience. It has received high marks from both participants as well as senior advocates. The cost of the trip depends on the provider and distance of the trip. The voucher program is only available to those persons on the Cobb Senior Services transportation waiting list. Cobb voucher program participants can only use the vouchers with providers on a preferred list created by CSS. The preferred list is to insure that the providers provide a certain standard of care to the client.

### **3.3 Major Provider Summary**

Exhibit 2 provides a summary table of the CCT and CSS statistics. The data for CCT include only paratransit services.

**Exhibit 2**  
**CSS and CCT Transportation Statistics**

	<b>CSS</b>	<b>CCT</b>	<b>Notes</b>
2005 Passenger Trips	74,727	61,160	paratransit only
2006 Passenger Trips	68,885	68,747	paratransit only
2015 Projected Trips	161,324		
Clients on DR Waiting List	103	n/a	
Advance Reservations	3 weeks	24 hours	
Routes per day	19	20	
# of total vehicles	39	16	paratransit only
# of wheelchair vehicles	14	16	paratransit only
% of Daily Calls for transportation	23%	n/a	
Hours of Operation	M-F, 8a-5p	M-F; 530a-12a, with limited Saturday service	
Base Fare	\$1	\$1.25-FR / \$2.50-DR	
Senior Fare	\$1	\$0.60-FR / \$2.50-DR	
Annual Miles	500,000		

*DR = Demand Response*

**This page left intentionally blank.**

## Section 4: Gap Analysis/Assessment of Needs

---

The WSA study team evaluated existing transit services and demographic characteristics for Cobb County, as depicted in the Baseline Conditions Report (Appendix B). The information was also summarized in Section 2 and 3 of this Final Report. The baseline data were used to determine gaps in transit service for the Cobb County study area. Different needs exist for fixed-route service and for specialized transportation services, and for all types of passengers and the various markets represented in the senior adult community.

Section 4 refines further the information learned from the many stakeholder interviews, discussion with agency representatives and citizen feedback at the local workshops held during April 2007. The stakeholder interviews and agency site visits addressed a wide range of questions, including coordination, mobility enhancements and funding opportunities. Appendix D provides a list of stakeholders who were interviewed for this study. Another aspect of the study that proved beneficial was the use of selective best practices in senior transportation from around the country. Once again, the stakeholder group, based on their experiences in Cobb County, assisted in refining the use of best practices that had been developed by the Wilbur Smith Associates team. The study team was then able to focus on the selected areas: travel training; marketing and communication; user-side subsidies; and volunteer programs. Each of those areas of emphasis was reaffirmed through the community meeting process and was ultimately incorporated into the recommendations. Additional information on best practices research is contained in Appendix E.

### 4.1 Gap Analysis/Assessment of Needs

The WSA study team reviewed current travel patterns and travel needs for senior adults in Cobb County. The methodology for determining these needs included the analysis of demographic and socio economic characteristics, and additionally included more broad input from the riders and from the community. The study planning process also included rider surveys and collection of data for route performance, transfer connections, and comments from drivers. In addition, meetings were held at each of the senior community centers. One major theme was articulated throughout - *there are significant transportation needs in Cobb County which are particularly acute in the outlying pocket communities.*

Key areas of need expressed for public transportation in Cobb County include the following:

- Improved connections for more direct and timely service to destinations
- Additional service in evening, late night, and weekend periods
- Existing transit services are too limited to meet demand
- Limited funds are constraining services

- The Cobb Community Transit paratransit service only operates within the ADA boundary requirements, with the exception of one “grandfathered” service area where a fixed-route previously operated, and cannot meet all related service needs in Cobb County
- CCT and Cobb Senior Services bring unique and important types of transportation service to the community, and these varying levels of service are needed. They should be preserved and expanded
- Geographic constraints create problems for accessibility to transit service in hard to reach locations. In order to gain access to CCT, many residents face distances considerably greater than the ¼-mile, which is considered a typical walkable distance to transit service
- Residents who live outside the ADA service boundary face considerable hurdles in obtaining transit service
- Community outreach and education are significantly lacking throughout the County
- Each community in the County should strive to improve accessibility to pedestrian facilities, especially along transit routes. Universal access, through sidewalks, and the development of a “complete streets” approach to planning, would significantly improve access to all citizens of Cobb County

The WSA study team spoke to key stakeholders who work with the elderly in differing capacities, for example, in areas including transportation, job placement, community involvement, meal provision, housekeeping services, education, and other activities needed to support independent living. In general, the importance of transportation for active senior living is viewed universally as critical. The majority of voices clearly articulated that transportation contributes significantly in how active a senior may be in the community, and affords seniors the ability to live as independently as possible. Without transportation services, seniors may not be able to get to job sites, go shopping, go to medical appointments, or participate socially in society. Where transportation options are limited, senior adults often have a very high use of emergency and other costly services.

The WSA study team reviewed the needs expressed throughout the planning process and incorporated those needs into the recommendations discussed in the following sections. As the preferred recommendations are presented later in this report, these gaps and needs will be used as goals for future service areas or future service improvements within Cobb County.

#### **4.2 Overall Perceptions of CCT and CSS**

The general view expressed was that both agencies provide a valuable service, but do not meet the extensive needs identified within Cobb County. A few interviewees noted that both agencies should increase their efforts and expenses in the area of communication, advertising and public educational campaigns regarding the availability of their service.

Joint public relations and marketing activities have the ability to benefit both riders and participating agencies. Without a joint program, riders are left on their own to piece together different services to meet their transportation needs. Having information in one location would make it easier for riders to find ways to get to their destinations and for staff to relay consistent information about other agencies. A joint public relations activity program is a prime opportunity for Cobb County to take the lead in setting the foundation for future program development.

A few interviewees noted that both transportation services are challenged by insufficient funding and resources. Some interviewees noted that the curb-to-curb service is not adequate for many seniors in Cobb County. The geographic reach of CCT and CSS is seen as not extensive enough. Interviewees observed that there are many people in the area who could use transit service but do not realize that it is an option for them.

### **4.3 CCT and CSS Specific Needs Analysis**

As stated above, the needs listed below in Exhibit 3 are gaps perceived by stakeholders, staff, riders, and the general public. Based on our understanding and assessment, an enhanced service delivery program could significantly improve overall mobility in Cobb County that would serve both senior adults and the general public. An improved, coordinated transportation network would better meet existing needs, while setting in place a system which will respond to increased and growing future needs.

**Exhibit 3  
Gap Analysis by Agency**

<b>Cobb Community Transit</b>	<b>Cobb Senior Services</b>
1 More weekend service	1 More weekend service
2 More local and deviated fixed-route service to connect w/ main bus lines	2 Provide more feeder service to fixed-route
3 Vehicle sharing	3 Improved marketing and community outreach
4 Improved marketing and community outreach	4 Vehicle sharing
5 More training for escorts/training partners	5 More training for escorts/training partners
6 Expand CCT to serve more seniors	6 Difficult to sustain volunteers
7 CCT lacking in many areas of the County	7 More trips needed for social/recreational purposes More transit for medical facilities, churches, libraries, grocery, Sr Ctrs
8 More trips needed for social/recreational purposes	8 Sr Ctrs Limited access to destinations (Atlanta, Midtown, portions of Cobb)
9 Stops too far for mobility limited residents	9 Cobb)
10 CCT fare collection is not user-friendly	10 Service to Indian Hills
11 More bus shelters on Atlanta Rd	11 Need transit b/t E/W Connector and Austell Rd
12 All stops need benches/shelters - hard to find	12 Fares too expensive for Srs
13 Discount for srs over age 65	13 Need transit for Ridge Road area
14 CCT not efficient/limited for East Cobb Co. More transit for medical facilities, churches, libraries, grocery, Sr Ctrs	14 Need transit for Smyrna
15 Sr Ctrs	15 More door to door service
16 CCT more direct routes from Sr. living areas	16 Need feeders service to main transit lines
17 Establish transportation hubs at shopping malls	17 Need transit service on Wade Green Rd
18 CCT not convenient Limited access to destinations (Atlanta, Midtown, portions of Cobb)	18 Simplify ADA requirements - same as w/ MARTA
19 Cobb)	19 Drivers are helpful
20 Need more flexible connections to MARTA	20 Need bigger buses w/ more wheelchair ties
21 Service to Indian Hills	21 Need real-time pickup option
22 Fixed-route stops too far to walk for Srs.	22 More CCT service in NW Cobb County
23 Need transit b/t E/W Connector and Austell Rd	23 Future sr service needed for NW & SW Smyrna
24 Fares too expensive for Srs	24 Future sr. service b/t Smyrna & Powder Springs
25 Need transit for Ridge Road area	25 Future sr. service N of Marietta town square
26 Need transit for Smyrna	26 No flexibility in scheduling CSS trips
27 CCT serves all Sr. Centers	
28 Need feeders service to main transit lines	
29 Need transit service on Wade Green Rd	
30 Better CCT customer service	
31 CCT map hard to read	
32 More CCT routes	
33 Bring back old CCT routes	
34 Simplify ADA requirements - same as w/ MARTA	
35 Drivers are helpful	
36 Need Paulding Co bus route	
37 Need bigger buses w/ more wheelchair ties	
38 Need realtime pickup option	
39 More CCT service in NW Cobb County	
40 Future Sr service needed for NW & SW Smyrna	
41 Future Sr. service b/t Smyrna & Powder Springs	
42 Future Sr. service N of Marietta town square	
43 Need consistent/reliable service	
44 Waiting list before accessing a ride	
45 Neighborhood centers not well served	

**Other Comments**

- 1 No taxi service in Kennesaw and Acworth
- 2 Increase rideshare opportunities
- 3 East Cobb needs taxi service
- 4 Need sidewalks
- 5 Need more multi-purpose developments
- 6 Need park and ride lots in South Cobb
- 7 One stop shop for transportation information
- 8 Need local funding for transit service
- 9 Need jitney service
- 10 Extend MARTA to make CCT connection
- 11 Need bus only lanes during peak hours

Note: Summary by Agency from staff, riders, and general public.



#### **4.4 Needs Assessment Summary**

To summarize the information presented in Section 4, the study team reviewed feedback from all avenues of the study process and created the following list that focuses on the future challenges for Cobb County. These challenges will be discussed further in the recommendations section.

Challenges:

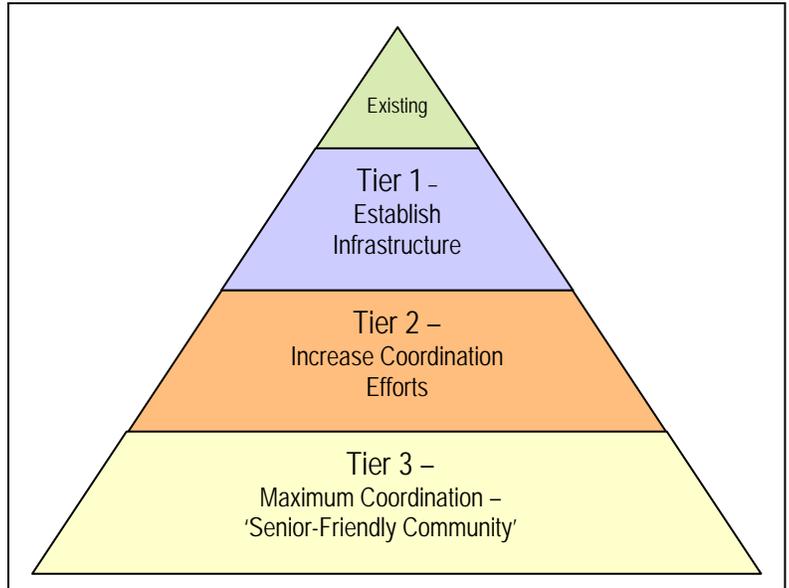
- Limited connectivity among providers
- Limited evening/weekend service
- Only 5 of 8 Senior/Community Centers have public transportation access
- Limited funding, with regulatory and institutional barriers
- CCT only serves ADA  $\frac{3}{4}$ -mile boundary
- Distances to CCT bus stops are too far for seniors to access
- Lack of community outreach and education
- Lack of accessible pedestrian facilities in communities

**This page left intentionally blank.**

## Section 5: Mobility Options for Cobb County

Section 5 discusses alternative strategies for enhancing the current structure of services within Cobb County. These strategies provide a framework for adding enhancements which could expand mobility options to achieve a “family of services” approach, designed to meet the varying public transportation needs identified.

The program recommendations include the development of a service delivery plan which is implemented incrementally, with multiple community partners and broad support moving forward. The recommendations are developed in a phased approach. This approach is recommended to be implemented incrementally as step by step it can provide the framework for moving forward the recommendations, including the development of changing roles and responsibilities for public transportation throughout the County.



### 5.1 Why Change Transportation Service Delivery in Cobb County?

There is no better time than the present to initiate the process of change and service enhancement for seniors. Supportive federal programs, such as SAFETEA-LU (Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users) enacted in 2005, are in place to assist communities in the process. Other supportive efforts include expanded funding at the federal level to support service coordination, the United We Ride campaign, additional Federal Transit Administration Section 5310 funds, and Mobility Management funding. The Atlanta Regional Commission is also in the process of completing their regional Coordination Plan. The ARC is very interested in tying together Cobb County coordination efforts, where appropriate. As coordination efforts begin to take shape throughout the region, those components which consider mobility options for seniors will be highly important due to the relative size of the senior community who could benefit from such programs.

As discussed in the previous sections, CCT and CSS have limited capacity to expand due to constrained existing resources. For example, CSS has an existing waiting list of clients and CCT provides a limited demand response service only in conformance with ADA complementary paratransit program requirements.

Demographic information shows that transportation needs will only continue to increase in the future. Service levels that remain status quo will not meet these needs and must be addressed. Coordination is one way in which the effective use of resources can be maximized.

## 5.2 Coordination Levels

The framework for discussing and evaluating alternatives for Cobb County is based on three broad coordination alternatives. A three tier system addressing short-, intermediate and long-term strategies is presented in the following section to address enhanced mobility options in Cobb County.

- **Tier 1** – Develop organizational infrastructure to support collaboration in the short-term. This structure will include formalized intra-agency agreements or Memoranda of Understanding (MOU) to build sustainable program and functional opportunities such as marketing, communication strategy development, community education, ADA paratransit liaison, etc. Primary activities would be administered by a Mobility Manager and an Assistant. These persons would initially be dedicated solely to managing the activities initially developed through this program, but with the ability to expand into other areas of mobility throughout the County. These other areas are programmed for Cobb County, such as the vanpooling, carpooling and parking management.
- The Mobility Manager and assistant should be hired by the County and housed at Cobb Department of Transportation (DOT) Planning Department. The Mobility Manager position should be at a functional level, similar to a senior planner. The purpose of mobility management positions, generally and as described in the federal programs, is to serve as the focal point for enhanced mobility options and mobility management. The federal and local match for these staff should be secured to support the process and projects identified in this coordination plan. The Mobility Manager should work with participating agencies to develop specific coordination programs. The immediate priorities include:
  - Formalize the development of a Mobility Action Council. Members should include all agency providers involved with this plan, faith-based organizations, and other interested local agencies or groups, including active senior organizations.
  - Work within the County structure to establish an MOU between CSS and DOT. The MOU should include coordination agreements in areas including marketing, communication, travel training.
  - Discuss and agree to joint opportunities for enhancements among agencies. These should include:
    - Develop and distribute combined customer information materials
    - Shared operational opportunities, including driver training classes

- Travel training program
  - Coordination among agencies to promote activities and options, such as the senior voucher program
- **Tier 2** – Intermediate activities include increased formal coordination, with responsibilities defined by agencies through contractual terms, such as:
  - County-wide framework for a volunteer transportation program
  - Regional connections to MARTA and other fixed-route services, etc.

Tier 2 includes retaining and expanding the roles of the Mobility Manager and Assistant positions. These persons are key components to broadening the coordination activities. All primary coordination activities would be administered by a Mobility Manager and assistant.

- **Tier 3** – Long-term strategy of coordination of resources led by the Mobility Manager, who was introduced in Tier 1. Long-term strategies could include many scenarios including CCT serving as the service contractor for CSS transportation services. Other activities include the development of enhanced services throughout the County, including the establishment of demand responsive service zones, and an enhanced taxi program and volunteer network. At this level, as change becomes more systemic, the process would likely be more complex and sensitive for agencies involved.

### **5.3 Tier Coordination Elements**

Alternatives for service delivery change are presented below in detail. In many ways, the coordination alternatives are related to one another. The lower level steps set the stage for more extensive program development in the future. Understanding the full range of possibilities for services in Cobb County will help agencies make decisions about the best ways to initiate working together. Achieving more extensive collaboration may take time to develop, but even the most basic forms of coordination stand to benefit CCT and CSS and most importantly, the senior adults who live in Cobb County.

#### **5.3.1 Tier 1 – Short-term**

The focus for Tier 1 is to establish the organizational infrastructure within Cobb County DOT to support enhanced mobility options. The community vision for Cobb County as a ‘Senior-Friendly County’ which provides access and mobility options to residents must have persons to sustain, support, monitor, and achieve this vision.

#### **Organization:**

An initial Tier 1 task is to establish a Mobility Action Council with representation from all transportation and human service agencies. This Council will include community representatives, representation from all transportation agencies,

human services agencies, faith-based organizations, educational and medical organizations, local business representatives and select elected officials. These persons will be the grassroots advocates spearheading senior mobility development for Cobb County. These experts will brainstorm a vision and goals for the County that incorporate existing plans and efforts and lead the community to the next level. The representatives for the Mobility Action Council should be selected as they recognize the value of enhanced senior mobility and will initiate outreach and education to the County.

Another critical step in Tier 1 is to secure funding and hire the Mobility Manager and the assistant staff. To achieve coordination goals and sustain the program, dedicated staff is a primary key to success. The Mobility Action Council will be supported by volunteer residents of the community who believe in the mission of coordination. However, it is likely that many members of the Council will have full-time jobs or commitments with time limitations. To continue to give momentum to the vision and sustainability to the goals, dedicated staff will provide support for the many 'family of service' options. Dedicated staff will also monitor programs and complete mandated federal, state, and local reports required for different funding sources. The Mobility Manager and staff will assist participating agencies in the next steps of coordination.

#### Service:

As the Mobility Action Council is established and the Mobility Manager staff is sought, Cobb County DOT would begin the low level coordination efforts that can continue to formalize the close partnership of CCT and CSS. These opportunities are easily attainable and can be implemented without significant cost or administrative effort. Since these efforts are the easiest, they also serve as the foundation for more extensive forms of coordination in the future. These coordination efforts can help bring different agencies together to make incremental progress towards service improvements.

Some existing examples of initial recommended actions are listed below. Some may be implemented in Tier 2 or Tier 3, depending on the Mobility Action Council and County's approved approach.

- Joint purchase of fuel, maintenance and supplies
- Joint development and marketing materials
- Inclusive brochure with all agencies and contact information included
  - Common brochure
  - Shared information phone line
- Driver training
- Joint use/purchase of software
  - Rent part of multi-use license vs. purchasing complete software package; inclusion in regional program
- Joint purchase of hardware
- Joint travel training
- Joint public education campaigns

These short term Tier 1 activities will provide the agencies the opportunity to compare services and find common ground for future coordination efforts. For example, collaborative efforts between DOT and CSS have only begun recently, but there are clearly a number of potential coordination items and issues. This potential may also exist for other Mobility Council members. Bringing agencies together to share information and build relationships may serve as the foundation for more extensive coordination in the future.

First steps for the Mobility Action Council and for the Mobility Management staff will be to begin discussions of existing services and facilities, as well as future plans for the agencies. In the beginning, discussions may not result in immediate action; however, they can broaden an agency's perspective as they plan for the future. The activities mentioned above are relatively low cost and do not require any major service or institutional changes. This incremental level of action will help agencies make more informed decisions about coordination with one another.

### **5.3.2 Tier 2 – Intermediate Coordination**

Tier 2 Intermediate Coordination requires a higher degree and more extensive commitment from agencies than Tier 1. Tier 2 has the ability to create initial ground work for setting up a more coordinated countywide transit system that would be different than the service operated today. There are different ways to set up a system in Tier 2. Throughout the coordination planning process, the participating agencies will work together, through the Mobility Action Council, to set priorities for programs and services in Tier 2.

#### **Organization:**

Tier 2 may change the administration of participating agencies. Some minor coordination activities would begin to evolve during Tier 2 coordination planning. In general, under Tier 2, agencies would commit to one big step – administration of the coordination program through a Mobility Manager - and then take time to see how it progresses, before committing to additional expanded or higher level coordination activities.

The ability for agencies to coordinate will depend on their willingness to participate, which is why it is advantageous to start small with broad participation and build a base of support for future activities. Finding the optimal level of coordination for Cobb County will take hard work and time, but has the potential to realize significant improvements for transit service in Cobb County, both from agency and rider perspectives.



Service:

Below are some examples of Tier 2 –Intermediate Coordination strategies. These strategies would be administered by the Mobility Manager and staff.

- Develop framework for a County-wide volunteer transportation program
- Sharing of vehicles/resources
- Memorandum of Understanding/Agreement pledging cooperation in the delivery of service – customer service policies
- County-wide senior transportation resource manual
- Voucher Program expansion with local taxi companies
- Coordination with local and regional planning agencies
- Coordination with MARTA for regional connections
- Partner with AARP in its senior driver training program
- Trip scheduling with a commingling of clients
- Joint marketing and education programs
- Joint travel training programs

Other Intermediate Coordination tasks include analysis of service planning for Cobb County. During this timeframe, planning for flexible services with connections at the Senior Centers should be underway. Flexible services may include feeder lines from private providers, the development of zones for demand response services in expanded areas throughout the County operated by CCT, and regional connections with MARTA.

**5.3.3 Tier 3 – Long-term Plan of Action.**

At its most complex level, coordination may represent the integration or consolidation of services. Any change is inherently more difficult than maintaining status quo, thus successful integration of services in Cobb County requires a concerted effort by all parties involved and a vested interest in the successful implementation of a regional coordinated system. Tier 1 and Tier 2 involvement are critical pieces to advance to this level of coordination.

Organization:

Tier 3 will likely require the greatest administrative and institutional change for Cobb County. An important understanding in the coordination of services is for agencies to focus on core responsibilities, such as determining eligibility and case management, and not handling transportation issues such as trip scheduling, service provider coordination, etc. These transportation issues are best performed by a transportation agency, but must be delivered with high quality to best serve the riders.

The core principle of transportation coordination is that a uniform system maximizing transportation resources can operate more efficiently than a multitude of services, particularly those operated by non-transportation providers. This principle is particularly logical in serving expanding markets, especially meeting the needs of new riders over time. However, the accompanying requirement for effectiveness is to operate with a level of quality that meets the

expectations of the riders, affected agencies and the community. In addition to operations, consistency in trip costing, billing preparation and other administrative reporting by the transportation agency provides a better perspective on fully allocated transportation program costs.

#### Services:

Tier 3 will likely provide a benefit through greater geographic or scheduling coverage of public transportation service for Cobb County. This benefit will derive from pooled resources on the capital and/or administrative side. With coordination comes the opportunity to remove barriers or impediments enhanced senior mobility, as a more unified group of transit agencies or even a single new system would take responsibility for county-wide/regional service, instead of the current systems which focus on limited areas of Cobb County.

Other potential benefits for Tier 3 include greater coordination with the local and regional fixed-route transit systems, improved flexibility for trip scheduling and greater opportunity for serving more dispersed origins and destinations. Additionally, Cobb County may be able to offer more types of service, or more comprehensive service. Examples of Tier 3 extensive coordination could include:

- Purchase of services/travel training
- Development of a single number to access transportation service and information
- Coordination with other transportation modes (pedestrian, bicycle, rideshare partners)
- Coordination with private providers, such as taxi services, Greyhound, Amtrak, Assisted Living complexes
- Development of transportation hubs at the community/senior facilities
- Formal contractual coordination, with CCT providing transportation to CSS through a contractual relationship.
- Enhance Volunteer Program
- Regional marketing and public education programs
- Formal planning process and pursuit of 'Complete Streets' strategies



## 5.4 Benefits of Alternatives – Tier 1, Tier 2 and Tier 3

### 5.4.1 Cobb County Customers

From the average customer's standpoint, the exact structure or administration of the service provider is of minimal importance compared to the day-to-day performance, understandability and ease of use, and reliability of the service itself. For this evaluation, criteria for customers focus on reliability (ability to reserve trips and have trips on time), eligibility criteria, access to service and schedule flexibility.

An important benefit of coordination is greater consistency in how current users and especially potential users are afforded access to services. Access to transit service depends largely on the resources available to each system and how easily/effectively a system initially designed for seniors can adapt and respond to the needs of the previous non affiliated riders.

Benefits for seniors will arise through improved communication, and processes for matching clients of agencies with a transportation provider, more seamless trip scheduling, and more uniform procedures, including tracking all transportation costs.

Improved coordination between demand response, paratransit and fixed-route service in the County will present a series of benefits to seniors, who may access transportation on a more universal level when trips, schedules, and information transcend the administrative or jurisdictional boundaries of the County. Efficiencies may often be sought by encouraging paratransit riders to use fixed-route transit when feasible, or by better coordinating transfers between modes and services at the operational level. Consolidated marketing and other transit information on Internet sites, through marketing campaigns, and through central phone reservation systems will also aid in the removal of barriers between systems.

#### **5.4.2 Operations**

From an operations standpoint, the primary potential benefits to coordination and consolidation will be greater efficiency in both capital and administrative expenditures and improved flexibility in the provision of public transportation services.

While many trip patterns and markets will remain focused within Cobb County, the opportunity to provide more travel options will benefit both users and providers, as political and operating boundaries will be mitigated or eliminated. This could mean longer or more varied trips across county lines (such as to regional medical centers), and simplified administration of these inter-jurisdictional trips. A coordinated system allows for the creation of a true family of services, whereby fixed-route transit, paratransit, and demand response service become part of a single approach to public transportation in Cobb County.

None of the alternatives, Tier 1, Tier 2 or Tier 3, is likely to present disadvantages from an operational perspective relative to the system and how CCT or CSS currently function. Tier 3 would represent the greatest potential operational benefit from an efficiency and regionalization standpoint. As indicated previously, no one can argue that demand for public transportation services will increase over time. The relevant issue will be how best to try and meet this demand and improve mobility options.

## **5.5 Agency Specific Benefits**

This study effort also identified potential benefits for each individual agency as summarized below:

### **5.5.1 Cobb Community Transit**

For Cobb County, perhaps the number one benefit of a more coordinated countywide program would be the potential for expanded mobility options. Existing CCT service is constrained by the resources available and on accommodating paratransit customers within ADA guidelines. This limits the service area for fixed-route and paratransit service. A coordinated system and the potential for a greater number of vehicles system-wide would allow greater flexibility in route planning and trip scheduling for the transit agencies. Ideally, coordination could open new areas of Cobb County with expanded transit service. Similarly, a broader program could include taxi services or flexible routing, such as service routes, for a wide variety of services. Coordinated paratransit service could alleviate duplication of existing service. This efficiency from coordination would improve the cost-effectiveness and efficiency of operations.

CCT completed a Transit Planning Study in May 2006. That study recognized the potential for several route modifications and also introduced flexible service routes. The flexible service was deemed a long-term priority in that report. As coordination continues with the Mobility Action Council, CCT should continue to review the planning study recommendations and move towards implementation.

Marketing and branding of the system are other important program components. With limited resources available for transit service, the incentive to aggressively market is limited. Thus, knowledge of the system's existence or how public transportation is provided is also limited. A uniform branding of services throughout the County and expanded marketing efforts would ensure all residents are aware of what services are available and are not confused by a variety of systems providing similar (but not identical) services in Cobb County.

### **5.5.2 Cobb Senior Services**

Cobb Senior Services focuses transportation on those seniors most isolated and with the greatest needs in Cobb County. This has proven effective for CSS. Seniors within those boundaries appreciate the transportation options available to them. Increased mobility options through coordination could help expand CSS services. CSS may benefit from a more uniform branding of services and the added marketing effort a coordinated system could provide. While the percentage of out-of-county trips currently made by CSS is relatively low, removing cost and operational barriers to regional trips will benefit seniors and all residents within Cobb County, from both cost and scheduling standpoints.

An added benefit for CSS through the development of a more coordinated system is more efficient vehicle and trip scheduling, which provides opportunities

for more trips and helps meet increased demand. As the population in Cobb County continues to increase, since CSS has already reached maximum service limits based on the availability of resources, this benefit will continue to increase in importance.

## **5.6 Summary**

The WSA study team recommended approach is to establish an incremental process, implementing improvements, led by the Mobility Action Council, staffed by the Mobility Manager, and working together collaboratively in the County. A valuable tool for Cobb County is to view similar agency efforts across the nation. The WSA study team provided a Best Practices Report, shown in Appendix D, which provides key resources to Cobb County staff as they continue on the coordination path.

In addition, many areas across the United States are working on coordination of human service and especially senior adult transportation. Some locales that have been cited for best practices include:

- San Mateo County, California in the San Francisco Bay Area
- Seattle, Washington and neighboring suburbs
- Austin, Texas
- Pittsburgh, Pennsylvania - Access Program

New studies and surveys are being reported on an ongoing basis and web sites such as the new National Center on Senior Transportation will provide additional conduit for senior adult transportation information. Also, from an overall coordination perspective, work done through the United We Ride program is available on its web site and ongoing efforts by the Community Transportation Association of America, CTAA, have funded regional activities hosted by ARC and offer the resources of ambassadors that are familiar with prior effective programs implemented in the nearby states of Florida and North Carolina.

## Section 6: Benefits of Coordination of Community Transportation Systems

---

Section 6 provides an overall summary of coordination benefits. As presented in the Best Practices Report (Appendix D), many agencies have forged ahead with coordination due to limited funding and also to provide the best service for their communities.

Public transit and community transportation services have a number of similarities, but perhaps the most significant commonality is the fact that the users of those services are primarily those that the Government Accountability Office, in its report on transportation coordination, termed as “*transportation disadvantaged*” – youth, older adults, people with disabilities and the lower income population. These persons rely on the public transportation services to access school, jobs, medical and social services, government offices, recreation activities, etc.

Cobb County is fortunate to have a successful role model in transportation coordination in a neighboring state, North Carolina. An Executive Order was implemented in 1978 and mandated both public transit and community transportation services in North Carolina coordinate services. Thus, a variety of coordinated services exist across the state. In NC, persons may not typically think in terms of city and county borders when considering mobility options if it were not for the fact that the public transportation services that they need operate in restricted service areas. In addition, mobility alternatives are also constrained by which agency sponsors what trip. For example, someone could be eligible for both ADA (Americans with Disabilities Act) paratransit service and Medicaid transportation, but would need to use the public transit network for one trip and the community transportation network for the other.

The above discussion suggests a coordinated public transportation system perspective would enhance broader mobility options for a community. The Institute for Transportation Research and Education at NC Carolina State University completed research which identified a number of broad perspectives on coordination of transportation services, including:

- Benefits to Riders
- More Effective Regional Planning
- Ability to Address Regional Transportation Problems
- Adequate Funding for Transportation
- Transportation and Land Use Planning
- Operational and Administrative Economies
- Coordination or Consolidation with Special or Rural Public Transportation Services

- Develop Specialized Professional Staff
- Improved Effectiveness of the Department of Transportation

Although not all of the above are specific to Cobb County and this study, the array of issues can be addressed through coordination. In the Baseline Report (Appendix B) for Cobb County, County-wide perspectives were considered as they relate to the affected population, not only in terms of services today, but also services in the future. In addition, there are linkages noted to MARTA and other services in nearby counties. Thus, it would be logical to consider inter-county or regional concepts once a sustained program is established within the county

Communication concepts such as one central phone number and phone center, a common marketing and branding scheme and more information availability will benefit significantly future users of services. Furthermore, through consistent application of Intelligent Transportation Services (ITS), scheduling and dispatch systems, vehicle locator, mobile data terminals and other techniques can clearly improve service options and alternatives. The potential benefit to riders is but one of many areas where a County-wide perspective can be supported.

There are aspects of existing services that may benefit from change, such as:

- There is limited information in Cobb County regarding public transportation. A coordinated information/referral service could solve confusion of multiple agencies and also potentially provide a more robust marketing budget.
- Unclear requirements for paratransit service and demand response services which vary with different agencies. There is a need for both information and clearly defined requirements for a community transportation program.
- Existing services may have restrictions on who is eligible for service. A coordinated service would alleviate confusion on types of services and fees assessed for transportation.

Experience in other areas suggests there have been difficulties in transitions whether those changes were in policies and procedures or service operators. But these transitions, when well managed and well developed, can be accomplished effectively and efficiently. When all factors are considered, many arguments exist for implementing a collaborative County transportation program, such as both CCT and CSS have little capacity to serve current and future demand for new customers. A system which can, through collaboration and cooperation improve the current system overall and be in a position to expand to meet future needs through consistent communication, marketing, use of technology, development of skilled staff, and interaction with public transit operators, will benefit the County overall.

Coordination, at any level, is a key to increasing mobility for older adults who depend on transportation for employment, shopping, and other activities of daily

life. Cobb County, in cooperation with the Department of Transportation, has taken a very important and timely step to address the issue of coordination with this study. There is support at the federal level, through the United We Ride initiative discussed above, for agencies to see the advantages of coordination. The UWR program was enacted in 2004 by a Presidential Executive Order and created to provide technical support and funding through state coordination grants. Cobb County has taken the first step with this study effort. The recommendations presented later in this report provide future guidance for continued work. Appendix F provides coordination information from the Community Transportation Association of America relevant to Cobb County.

**This page left intentionally blank.**

## Section 7: Implementation Strategies/ Recommendations

---

What options and alternatives in programs and services will provide the most benefit to the senior adult community in Cobb County? Deciding this very important question and choosing a path will depend on a variety of factors including:

- What the community wishes to accomplish
- The readiness of the community and its transportation agencies to make changes in how services are provided and where they are operated
- The readiness of the agencies (staff and Boards) to implement various activities, and their interest in doing so
- Financial requirements of various alternatives

There was wide recognition expressed during the study that the existing services in Cobb County are not adequate to meet current needs, much less the needs of the future as the population grows and ages. This consensus is held by staff people in the human service and transportation industry, the elected officials, and generally throughout the County. There is also a general consensus that unless the agencies coordinate and effectively use the resources at their disposal today, it is not likely the community will fund services at a higher level.

### 7.1 Collaborative Decision-Making

Collaborative decision-making is a critical component of improving coordination of transportation services. The level of collaboration needed will depend on the projects undertaken. Collaborative decision-making will be a key for equitably allocating resources and assuring that services are provided in the most effective manner possible to provide the most services for available resources. This is a challenging task – arguably the most difficult activity involved with coordination. It will involve sharing resources and making decisions that are best for the community and not necessarily for individual organizations.

Today, each agency makes decisions independently and may be competing for the same funding for similar services. Each policy board is used to and comfortable with having control over their own resources, feeling as though once the dollars are awarded to their agency that they belong to the agency. To move towards a more coordinated system there will need to be a mechanism for jointly making decisions about the use of some resources – built on a foundation of shared policies.



A basic level of collaborative decision-making will be needed for Tier 1, Tier 2

and Tier 3 alternatives. Decisions on who will participate in the decision-making process will again depend on the alternative being pursued. An important basis for making joint decisions on services is having a common set of goals and service standards, developed by the participants in the process. The selected goals will reflect the coordination options selected. What goals are most important and what are achievable? They will vary with the program choices which are selected. The transportation agency must operate in a transparent manner so all participants and the community knows what they are paying for and what service is being provided.

## **7.2 Next Steps for Cobb County**

The existing community transportation programs in Cobb County provide good transit service. A refined system, such as is defined in this report offers the opportunity to provide improved services in the County. As discussed throughout this report, a coordinated system will serve more people, more effectively and offer the potential for what will be a growing number of future users.

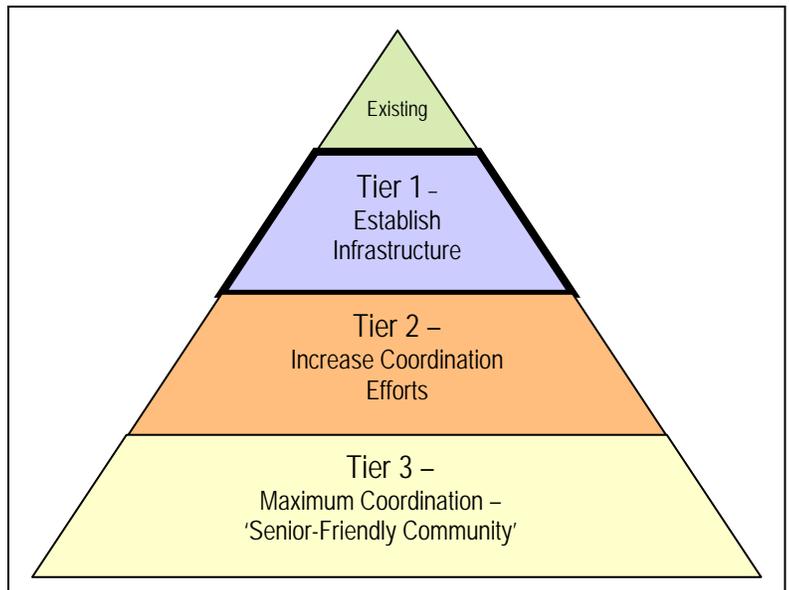
The study presents an umbrella of program alternatives for Cobb County. Experience across the nation deems adequate planning is a necessary foundation for successful coordination.

## Section 8: Short-term Coordination Steps

### 8.1 Tier 1 – Short-term Steps

1. Establish a Mobility Action Council.

Cobb County should formally develop a Mobility Action Council. This Council will be the working group consisting of Cobb County key stakeholders. Many of the people and agencies involved in this study will make up that group. Individuals on the Mobility Action Council will represent transportation providers, case managers, users, funders, elected officials, state representatives, and any other relevant agency involved with transportation or seniors in Cobb County. The primary tasks of the Mobility Action Council are to develop strategies, goals, and objectives for Cobb County, promote coordination within the region, assist fellow agencies with coordination barriers, and make project recommendations for the region that benefit all residents.



2. Secure funding for a Mobility Manager and an Assistant to staff local coordination efforts. These positions could be eligible for eighty percent federal funding with a local match. The study team estimates \$75,000 annually for the Mobility Manager position and \$40,000 annually for the Assistant position. These amounts are estimated to include salary and benefits.
3. Cobb County Department of Transportation hire a Mobility Manager and Assistant. The Mobility Manager and Assistant staff positions, as mentioned previously, are a critical piece to continued and consistent coordination within Cobb County. Recent legislation provides federal monies to fund these positions. Cobb County should apply for grant assistance during the next fiscal cycle to continue the momentum of coordination. Eighty (80) percent of the funding is an eligible capital expense. The remaining 20 percent would need to be budgeted by the County in that fiscal year.

The Mobility Manager and Assistant's primary responsibilities are to provide support and guidance for all coordination efforts. Staff would report directly to

the DOT planning staff and elected officials, who are the ‘champions’ of increased coordination in the County. Cobb County elected officials are the “champions” to involve the community, to educate and bring coordination successfully into Cobb County. Appendix G provides a sample Job Description for the Mobility Manager position.

4. Develop Memorandum of Understanding between CCT and CSS to reinforce participation and coordination goals. The Department of Transportation will begin this process and develop the MOU in coordination with the Board of County Commissioners.
5. Develop a relationship between Cobb County DOT and the Georgia Department of Community Health, who administers the Medicaid disbursements. The goals of this relationship are to build partnerships with the human services agencies within the auspices of DCH; particularly, increasing coordination with Southeastrans, the primary non-emergency Medicaid transportation provider in the County.
6. Engage Cobb County into the FTA Section 5310 application process with the Community Services Board. The 5310 program is a viable funding source that could help meet some of the needs identified previously in Section 4 of this report. Appendix H provides the formal 5310 application process. The WSA study team discussed the opportunity for Cobb County to become active in the 5310 process with the Department of Human Resources. DHR welcomed the opportunity to increase coordination in Cobb County, as well as throughout the state.
7. Host a celebration to formalize and provide a public “kickoff” to celebrate the opportunity for enhanced services for the senior adult community in Cobb County. Celebrate coordination efforts within Cobb County and make it officially public through the event. The celebration should embrace the 10-year vision for Cobb County. Each individual effort and goal should be recognized, along with supporting agencies and officials. The celebration could be at an upcoming event or a stand alone celebration.
8. Support the newly awarded FTA Section 5317 New Freedom efforts. The DOT anticipates a 2007 award for New Freedom funds. The grant monies would implement a voucher program for people with disabilities that live outside the service area of CCT.
9. Cobb County DOT and Mobility Action Council work with Joann Hutchinson, the United We Ride (UWR) Coordination Ambassador for the Federal Transit Administration Region, and host a conference or workshop. The Mobility Action Council and all other agencies involved in transportation and human services will be invited to attend. Discussion at the workshop should focus on current Cobb County programs, current issues and what improvements can

be made to enhance coordinated transportation. The UWR Ambassador should facilitate the workshop, share their knowledge and enthusiasm to attendees. The workshop should also follow the UWR: A Framework for Action guide for assessing and evaluating existing programs and needs.

10. Mobility Action Council and Mobility Management staff develop strategies, goals, objectives and guiding principles to meet the needs identified at the conference.
11. Develop Mobility Action Council Sub-committee to identify opportunities for joint marketing efforts.
12. Develop Mobility Action Council Sub-committee to identify opportunities shared driver training and travel training opportunities.
13. Identify opportunities to share information and passengers between organizations through referrals, etc.

## **8.2 Short-Range Plan of Action**

A Short-Range Plan of Action is shown on the following page with a vision, strategies, and plan for Cobb County over the next two years. However, it must be noted, this is a preliminary look and should be discussed in detail with the Mobility Action Council and the Mobility Manager, once a formal Committee is created. The WSA study team anticipates changes to the Action Plan due to additional public input from Committee members.

## **Cobb County Short-term Plan of Action**

The following Plan of Action provides guidance for the short-term in Cobb County. Supporting data for the following elements are derived from all pieces of this planning effort. This data should be reviewed by the Mobility Action Council and the Mobility Manager to adjust and reflect local changes.

### Cobb County Coordination Mission:

To establish the planning and service delivery structures that will enable 'senior-friendly' Cobb County to effectively and efficiently meet the diverse needs of seniors and individuals with specialized transportation needs.

### Guiding Principles:

Four key principles to guide 2008 funding decisions for initial coordination steps.

- Principle 1: Maintain current services and transportation programs
- Principle 2: Invest in programs and actions that improve community access and increase ridership
- Principle 3: Provide incentives for projects that emphasize coordination and collaboration
- Principle 4: Assure access, safety and security for the individuals, groups and stakeholders served

### Preferred Structure:

Tier 1 – Short-term Coordination

### Short-term Steps:

- Establish Mobility Action Council, recruit and hire Mobility Manager and assistant
- CCT and CSS retain existing services
- Reinforce participation and goals through a MOU process with CCT and CSS
- Develop common vision and goals
- CCT and CSS participate as active members in the Mobility Action Council
- CCT staff, CSS staff, Mobility Management staff, and Mobility Action Council develop a team to focus on regional marketing materials
  - Identify low and high level opportunities to combine data
  - Prepare a plan identifying lead person, activity, timeline and cost
- CCT and CSS staff, Mobility Management staff, and Mobility Action Council develop a team to focus on shared driver training and travel training opportunities
  - Identify training materials and topics to share
  - Identify agency/employee training needs
  - Develop process for recruitment of customers for training
  - Establish program monitoring process

**Prioritized Strategies:**

Prioritized Strategies - Cobb County				
Issue	Strategy	Priority		
		High	Medium	Low
Maintain Current Level of Services	<ol style="list-style-type: none"> <li>1 Involve local community leaders in outreach/education efforts</li> <li>2 Identify funding opportunities</li> <li>3 Participate in City/County planning activities to maintain transportation presence</li> </ol>	X		
Expand CCT and CSS Service	<ol style="list-style-type: none"> <li>1 Expand hours of operation</li> <li>2 Expand service areas</li> <li>3 Expand feeder service to main lines</li> </ol>		X	
Enhance Communication/Outreach	<ol style="list-style-type: none"> <li>1 Promote information sharing</li> <li>2 Establish a website</li> <li>3 Provide a newsletter for participating agencies w/ coordination</li> <li>4 Increase travel training</li> </ol>	X		
Improve/Expand Transit Facilities	<ol style="list-style-type: none"> <li>1 Upgrade bus stops to meet ADA accessibility requirements</li> <li>2 Improve path of travel to transit routes</li> </ol>	X		
Enhance Safety/Security	<ol style="list-style-type: none"> <li>1 Install Drive-cam on transit vehicles</li> <li>2 Provide sensitivity training for employees &amp; volunteers</li> <li>3 Improve security at transit facilities</li> <li>4 Promote safety with employees, riders &amp; volunteers</li> </ol>	X		
Improved Taxi service	<ol style="list-style-type: none"> <li>1 Promote accessible cab service</li> </ol>		X	
Marketing	<ol style="list-style-type: none"> <li>1 Provide information of all transportation services</li> <li>2 Promote travel training</li> </ol>	X		
Shared Resources	<ol style="list-style-type: none"> <li>1 Coordinate resources for training</li> <li>2 Coordinate shared vehicle pool</li> <li>3 Coordinate fuel and maintenance costs</li> </ol>		X	

**Estimated Costs:**

Estimated costs for Tier 1 implementation and the above coordination activities will be minimal. The greatest cost will be:

- 20 percent local match for the Mobility Manager and Assistant positions. Estimated total cost for the Mobility Manager is approximately \$75,000 for salary and benefits. Estimated cost for the Assistant is \$40,000 for salary and benefits. FTA Section 5307 funds can cover 80 percent (\$92,000) of the cost. The remaining \$23,000 will need to be paid from local funds, likely Cobb County.
- Combined marketing materials will be the other cost associated with this Plan of Action. Design and printing of materials is estimated at \$10,000 per year.
- Kickoff/Promotional Activity- \$5,000

Barriers:

At the Tier 1 level of coordination, the WSA study team does not anticipate major barriers. However, local support of the Mobility Management and Assistant positions and championing the Mobility Action Council will be the major focus for all agencies involved in the study process.

Time Frame:

The timeframe for this Action Plan is for 2007-2008 or short-term. The activities depend upon availability of existing staff resources. Once the Mobility Manager and Assistant are funded, advertised and hired, dedicated staff will be available to achieve the goals. This Action Plan should be updated at that time to reflect staff changes.

Action Plan Evaluation:

The evaluation for Tier 1 is to ensure each step is completed. The steps should be discussed at the Mobility Action Council regular meetings to determine consensus.

## Section 9: Intermediate Coordination Steps

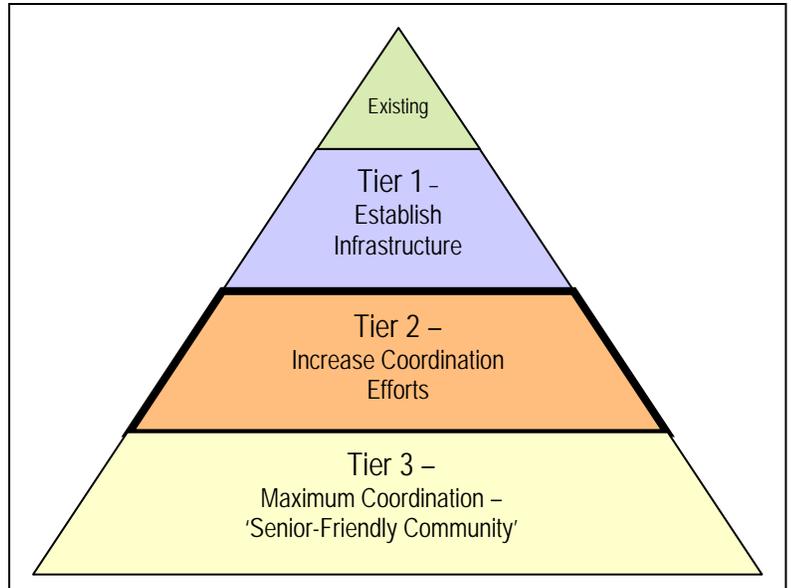
### Tier 2 – Intermediate Coordination Steps

The Intermediate Plan of Action moves coordination to Tier 2 in Cobb County. Tier 2 broadens the internal focus of Tier 1, and brings in partners for a more external focus. As discussed earlier in this report, coordination is a process, not a product. There are many ways to move forward. The study team recommends the following *viable* options for Cobb County for the Intermediate timeframe. These recommendations should be reviewed by the Mobility Manager and Mobility Action Council and adjusted as necessary as local conditions change.

1. Develop and update the Coordination Plan of Action, under the auspice of the Mobility Management staff. The Plan of Action should be developed by the Mobility Action Council with guidance from the Mobility Management staff. The plan should update and augment data from this report with current information. Information to be included in the Plan of Action is:

- Assessment of mobility needs and unmet demand
- Create a vision for coordinated transportation service in Cobb County
- Identify strategies to maintain existing services and to meet future demand
- Identify best structure to meet those needs for Cobb County
- Estimate expenses and revenues to meet the needs
- Identify barriers and ways to overcome
- Develop an implementation plan and timeframe
- Develop an evaluation program

The Coordination Plan of Action must be consistent with the Cobb County vision of coordinated transportation. It is not unusual to have outside technical and planning assistance during this planning phase. Planning assistance, under the new federal regulations, is an eligible grant expense for Cobb County.



2. Develop county-wide framework for a volunteer transportation program. The Best Practices Report, shown in Appendix D, provides detailed information on successful volunteer programs. Appendix I provides a summary highlight of one model volunteer program, which has been viewed as highly successful nationally.
  - Support and enhance existing volunteer programs
  - Coordinate with faith-based organizations
  - Create standards and training guide for volunteers.
    - Complete guide during this time frame
    - Recruit and train volunteers
3. Expand voucher program with local taxi companies. Cobb County should continue relationships with the licensing Board to develop incentives for taxi companies to provide county-wide service. Through the Mobility Action Council and the Mobility Manager, expand incentives for private companies to become more involved in feeder service.
4. Coordinate existing service providers with MARTA for regional connections.
5. Develop partnering relationship with AARP as part of its senior driver training program. AARP could provide a conduit of information for transportation options in Cobb County. For those seniors with limited driver training, AARP could provide information for other alternate means of travel.
6. Develop strategies for vehicle sharing among agencies.
7. Develop Cobb County Resource Manual, a one-stop shop for transportation options.
8. Coordinate with local and county planning; establish process to review planning and development process to enhance community access. This effort will focus on the 'Complete Streets' philosophy, which provides equal accessibility for all residents. Appendix J provides 'Complete Streets' summary information.
9. Expand MOU partners to include Jewish Family and Career Services and other local providers.
10. Develop service plan for flexible services. These flexible services could include demand response zones, checkpoint services, or other options within the 'family of services.' The service plan should include transit service to all Senior Centers. CCT completed a Transit Planning Study in May 2006. Service recommendations from that study include:
  - Extend fixed-route service into downtown Kennesaw

- Extend fixed-route service from South Atlanta Road via East/West Connector to Cobb General Hospital and extend to the Marietta Transfer Center
  - Develop new fixed-route service to Acworth/Kennesaw area
  - Develop demand response Call-a-Ride pilot service project for northwest and southwest areas in Cobb County. Smaller transit vehicles would operate the flexible service with connections to CCT fixed-route service. The service is proposed from 9a - 4p, weekdays. The project was shown as a long-term priority in the Plan.
11. Coordinate with Senior Centers to create hubs for major transportation connections between modes.
12. Initiate discussions with the business community and private providers to bring them into the coordination process as valuable partners for potential funding of services or providers of feeder service to main transit lines.

**This page left intentionally blank.**

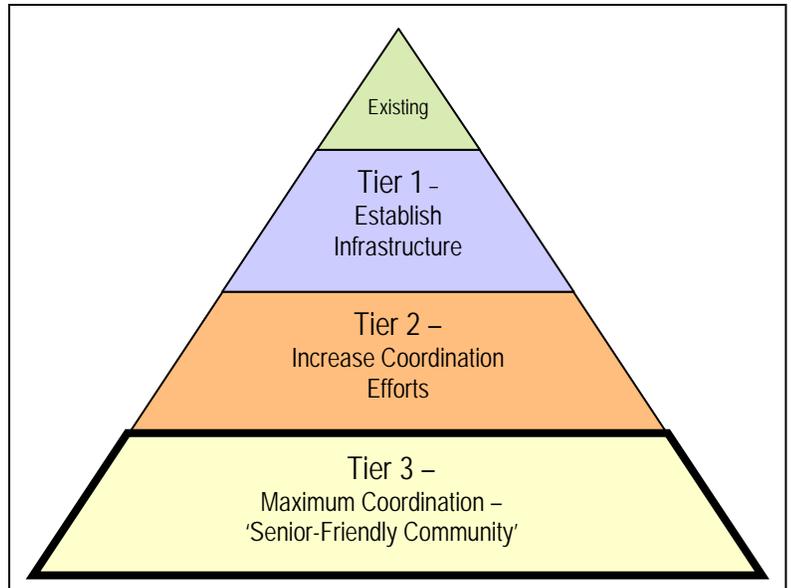
## Section 10: Long-Range Coordination Steps

---

### Tier 3 – Long-Range Coordination Steps

The Long-Range Plan of Action extends beyond FY 2011. Many coordination changes will have already occurred. The Mobility Action Council and the Mobility Manager will have had the opportunity to form good working relationships and established a firm foundation within the County and the timing would be appropriate to increase coordination levels. Viable Tier 3 coordination options for Cobb County are listed below.

1. Establish more formal contractual coordination of transportation services, one example would be for CCT to be the contact operator of CSS transportation services.
2. Expand Mobility Manager avenues into areas including vanpooling, carpooling, parking and other infrastructure coordination within the County
3. Continue to expand and enhance the volunteer program
4. Continue to expand and enhance the travel training program
5. Continue formalized marketing and public education program
6. Establish formalized planning process, which includes development guidelines for 'Complete Streets', as discussed in Tier 2
7. Implement expanded CCT services into new areas of Cobb County through deviated or demand response zones
8. Expand coordination with other modes, carpools, etc.
9. Continue coordination with MARTA
10. Expand discussions with the business community and private sector regarding service funding and implementation



**This page left intentionally blank.**

## Section 11: Financial Plan

---

### 11.1 Cost Estimates

Section 11 provides cost estimates for the Tier-based action plan. Successful public transportation systems are strategic about funding. Agencies strive to set a stable funding base that allows them to operate efficiently and provide the most service in the community for the dollars received. Exhibit 4, shown on the following page, provides cost and revenue estimates for the coordination elements of this plan.

### 11.2 Funding Resources

A coordinated public transportation system for Cobb County will require operating, maintenance, administration and capital funding. Operations and maintenance funding mechanisms should be designed explicitly to anticipate transit system growth. Successful rural and small urban transit systems around the United States are experiencing annual growth in ridership. It is important to be able to respond to such growth by increasing service levels to meet demand. This means that the ideal funding sources have the flexibility to be increased or expanded as demand grows. Such flexibility will, in most cases, require community and often voter approval, but the important consideration is that the need for growth has been anticipated and the potential for larger budgets is not precluded by the choice of a source of funding.

Many sustainable coordinated systems make extensive use of partnerships. Examples include partnerships with public and private agencies, private companies, major public facilities, and adjacent jurisdictions. Partnership arrangements enable a transit system to broaden its base of beneficiaries, expand its funding source alternatives, achieve better governance, and improve public support.

The following capital funding strategies should be considered for bus fleet, transfer hubs, bus shelters and benches:

- Federal funding (along with any state match funds) should be maximized— within the existing Section 5307 program and through pursuit of Section 5309 discretionary grants (both through FTA channels and through direct Congressional earmark). Close coordination with the Georgia Department of Transportation will help the transit systems be aware of opportunities and compete for funding.
- Planning for capital facilities should take into account long-range system development needs, such as the transfer hubs at the Senior Centers and potential park and ride locations. Many transit systems outgrow their facilities quickly and face costly relocation and expansion needs because of inadequate space or other constraints.

**Exhibit 4  
Cost and Revenue  
Estimates**

<b>Cobb County Cost Estimates Tier 1</b>						
<b>Tier 1</b>	<b>Estimated Annual Cost</b>	<b>Responsible Agency</b>	<b>Notes</b>	<b>County</b>	<b>Federal</b>	
A	\$ 500	Cobb County	Postage, copies, meetings	\$ 500		
B	\$115,000	Cobb County	FTA fund \$92K; Cobb Co fund \$23K	\$ 23,000	\$92,000	
C	\$ 10,000	Mobility Manager/ Mobility Action Council	Design/print new materials	\$ 5,000	\$5,000	
D	\$ 2,000	Mobility Manager/ Mobility Action Council	Workshop costs. *One-time cost *could use CTAA funds as match	\$ 1,000*		
E	\$ 5,000	Mobility Manager/ Mobility Action Council	Public celebration. *One-time cost	\$ 5,000		
F	\$ 5,000	Mobility Manager/ Mobility Action Council	Formalize current CCT program, coordinate with other travel training programs	\$ 5,000		
<b>Tier 1 Subtotal</b>	<b>\$ 137,500</b>			<b>\$ 39,500</b>	<b>\$97,000</b>	

Exhibit 4 indicates the preliminary annual costs for Tier 1 are approximately \$137,500. The majority of this expense is for the Mobility Management staff, which provides the backbone of increased coordination. The majority of projects in Tier 1 are eligible for federal funding, which is approximately 76 percent. The WSA study team anticipates approximately \$39,500 (29%) from local funds (County/Municipalities). Seventy-one (71%) percent, \$97,000 is anticipated from federal funds.

Costs and revenues associated with Tier 2 and Tier 3 projects will be developed by the Mobility Manager and the Mobility Action Council in concert with the Cobb County DOT as projects are pursued and implemented.

### **11.2.1 Potential Local and Regional Resources**

Several mechanisms exist for local and regional funds. A summary is provided below for the different resources.

- General Fund: Cobb County and municipalities may appropriate funds for transit operations, maintenance, administration or capital expenses. Funds generally come from local property taxes and sales taxes. Competition is intense among the local departments meeting other local needs in the community.
- Advertising: Advertising may provide a small revenue source for agencies. This funding may be from exterior advertising on buses, on shelter placards or within the bus.
- Transportation Impact Fees: Potential source of funds placed on new development equal to the costs imposed on the community. This mechanism ensures the costs of new development do not fall on existing residents.
- Private support: Private industry is a potential source of funding, whether it is for alternative fuel vehicles, bus shelter improvements or donations towards local match requirements.
- Lodging Tax: A lodging tax may be considered a specialized tax and would be placed on local lodging facilities to charge overnight guests.
- Sales Tax: A common mechanism for collecting revenues for community needs. Public transportation may be included in this realm.

### **11.2.2 Federal Transit Resources**

The SAFETEA-LU Bill, signed in 2005, provides guaranteed funding for federal surface transportation programs through FY09. Below is a summary list of the viable funding programs for Cobb County.

- FTA Section 5307: Cobb County currently receives 5307 funds for services. These funds are based on population and annual revenue miles. CCT could potentially receive additional funding if they begin coordination and provide service for CSS. CCT estimates \$0.39 per mile for the current 5307 funds. CSS provides approximately 500,000 annual miles, which

could result in approximately \$200,000 in additional 5307 funds for the County.

- FTA Section 5309: A potential source of funding for Cobb County is through congressional earmarks. This type of funding is typically a one-time amount and would support a fairly large regional capital project.
- FTA Section 5310: These funds, as discussed earlier in the report, are administered by DHR. Cobb County does not currently receive funding, but should actively pursue in the future. The funds are limited to services for seniors and for persons with disabilities. In FY07, a significant amount of additional funding was available in the 5310 program.
- FTA Section 5316: Job Access and Reverse Commute Program: This program provides for work-related transportation for low-income workers. FTA gives a high priority to applications that address the transportation needs of areas that are unserved or underserved by public transportation.
- FTA Section 5317: This program encourages services and facility improvements to address the transportation needs of persons with disabilities that go beyond those required by the Americans with Disabilities Act. To encourage coordination with other federal programs that may provide transportation funding, New Freedom grants will have flexible matching share requirements.
- Other Federal Funds: The US Department of Transportation funds other programs including the Research and Special Programs Administration (RSPA), and the National Highway Traffic Safety Administration's State and Community Highway Grants Program funds transit projects that promote safety. A wide variety of other federal funding programs provide support for transportation programs that serve seniors and people with disabilities. Some of these are currently being utilized in the region and others can be explored further, including the following:
  - Retired Senior Volunteer Program (RSVP)
  - Title IIIB of The Older Americans Act
  - Medicaid Title XIX
  - Veterans' Affairs
  - Job Training Partnership Act (JTPA)
  - Temporary Assistance for Needy Families (TANF)
  - Developmental Disabilities
  - Housing and Urban Development (Bridges to Work and Community Development Block Grants)
  - Head Start
  - Department of Energy
  - Vocational Rehabilitation
  - Health Resources and Services Administration
  - Senior Opportunity Services
  - Special Education Transportation
  - Weed and Seed Program, Justice Department
  - National Endowment for the Arts
  - Rural Enterprise Community Grants, Agriculture Department

- Department of Commerce, Economic Development and Assistance Programs
- Pollution Prevention Projects, Environmental Protection Agency

### **11.3 Funding Recommendation**

The WSA study team recommends Cobb County continue pursuing existing transit funding. To augment the increased coordination efforts, Cobb County should pursue the FTA Section 5310, 5316 and 5317 funding sources. Cobb County could also receive increased FTA Section 5307 funds in the later Coordination Tier levels, if the option of CSS services moving contractually to CCT is accomplished. As transit facilities are needed in the future, Cobb County should also pursue the FTA 5309 congressional earmark funds.

This financial plan provides initial groundwork for identifying funding sources for an increased level of coordination. As Cobb County accomplishes the next steps of coordination, funding avenues will continue to be explored by the Mobility Manager and sought by the County. Cobb County should also monitor funding at national level by keeping current with activities of organizations and entities such as the American Public Transportation Association, Community Transportation Association of America, and the Federal Interagency Coordinating Council on Access and Mobility.



# Appendix A



## **Appendix A**

### **Workshop comments**

---

#### **Senior Transportation Workshops**

#### **C. Freeman Poole Senior Center**

#### **4/10/07 1-3 p.m.**

---

#### **Discussion Points:**

- Have shuttle buses that run to private business like K-Mart, Wal-Mart; grocery stores, drug stores, medical facilities, and churches and offer tax break to private participants; encourage them to offer discounts for seniors
- Fixed-route ¾- to ½-mile is too far for seniors to walk
- Need sidewalks
- Presbyterian Village is a place that has senior transportation
- Condos currently being built in Cobb are too expensive (\$200K & above) for low and middle income seniors
- Need more multi-purpose developments.
- Austell Road LCI – golf cart paths between subdivisions is a good idea
- Who uses public transit?
  - No paratransit on Sundays
  - Seniors want to visit spouses
- Senior Centers have limited hours on weekends
- Transit service needed between subdivisions & activity centers
- New Subdivision – Transit service needed between E/W Connector & Austell Road
- There is competition for public funds to enhance transportation
- Cobb needs to be responsible for providing seniors affordable housing and transportation
- Need park & ride lots in South Cobb
- Transit does not pay for itself
- Cobb is not offering affordable housing; the old Target site on Austell Road could be used for affordable senior housing
- Cobb County needs to improve transportation options for seniors
- Cobb's senior citizens are reluctant to pay for transportation/paratransit
  - \$10-12 is too steep
  - Social security does not pay enough
- 770-427-2222 is number for Paratransit
- Volunteer Programs

- People who have flexible schedules could be approached to offer rides to seniors (like real estate agents)
- Need to look into greater options for seniors to fulfill needs (i.e. create more livable communities, i.e. Austell Road LCI)
- ❑ Rehab senior housing
  - Housing authority in Cobb?
  - What is affordable housing?
- ❑ Similar Studies
  - Ridge Road Area (need more bus routes)
  - City of Smyrna

**Staff Notes:**

- 1) How to improve mobility for seniors?
- 2) One area of concern is lack of education regarding transportation options
- 3) Essential services are hard to meet w/ seniors
- 4) Door to door service is most preferred
- 5) Trouble w/ left turns at Austell Road intersections
- 6) Seniors do not walk to CCT bus stations
- 7) ¾-mile buffer required for Paratransit service poses a problem for many seniors
- 8) 5 senior centers in Cobb have access to CCT
- 9) There was a taxi service that offered 10% discount to seniors until fuel costs increased; but only 2 companies went to airport
- 10) Relieve congestion – Senior Mobility Solution
  - i) Work w/ grocery stores: have the stores bring groceries to seniors or transport them from home to establishment
  - ii) Shuttle bus for everyone
  - iii) Tax break for grocery stores who transport seniors
  - iv) Infrastructure concerns

**Senior Transportation Workshops**  
**South Cobb Regional Library**  
**4/10/07 4:30-6:30 p.m.**

---

**Discussion Points:**

- No CCT in many areas; many seniors are forced to drive
- Gas prices and Atlanta traffic intimidates many seniors
- Seniors can be comfortable driving but don't know how long will be able to
- Pedestrian facilities (sidewalks, crosswalks, etc.) are inadequate for seniors and the disabled
- Need one phone number for transportation information like the “211” – United Way info. directory for seniors
  
- Wish List**
  - Lower minimum age requirement to 55 and make consistent with all services for seniors
  - More CCT routes or extend existing routes
  - Look in to restoring CCT routes that have been discontinued
  
- Funding and other issues:**
  - Balance of tax \$, federal funds and other subsidies
  - Extension of MARTA rail to Fulton County Airport on Fulton Industrial Blvd to create a simpler connection to CCT services
  - More mixed use development to make walking and using transit easier

**Staff Notes:**

- 1) Bus stops are too far apart
- 2) Need more transit service in Cobb County
- 3) Need more traffic engineering to include larger signs and other enhancements to aid senior drivers
- 4) Want more information about public transit in Cobb & the region
- 5) Need more education about available services; how to use system; schedules; and where they go
- 6) Traffic signals not properly designed for seniors to cross the street; unsafe.
- 7) Extend the MARTA West Rail line into Cobb County
- 8) ADA parking not enforced in Cobb County
- 9) Promote the use of scooters for Seniors
- 10) Need more park & ride locations so people can access bus routes that are nearby but not in walking distance
- 11) ADA Paratransit Eligibility is different in Cobb and MARTA service area. Can agencies work together so that requirements can be the same?

**Senior Transportation Workshops  
East Cobb Senior Center  
4/11/07 1-3 p.m.**

---

**Discussion Points:**

- CCT should have more focus on the needs of passengers including seniors
- CCT Service is not efficient in East Cobb
- Problems exist with the coordination of volunteer services
- Mass transit effort needs to be boosted for access to medical facilities, churches, libraries, hospitals, grocery stores, and senior centers
- Scheduled bus service is not a solution
- Greater need to educate and communicate w/ seniors and the public about transit
- Seniors would like to take advantage of taxi service
- Transit does not pay for itself anywhere
- Regarding senior transportation options, which management concept is best? Public or private.
- CCT routes should be more direct to where seniors actually live as routes tend to follow major roadways.
- Citizens have lived in Cobb since 60's, 70's, and 80's and have always driven.
- How does CCT advertise? Through water bill; AJC, MDJ.
- Carpool/rideshare is a good solution for senior transportation.
- No taxi service in East Cobb to transport residents w/in 3-5 mile radius. Need the service and are willing to pay for it.
- New volunteer organization: Common Courtesy – 404-607-7888
  - No cost to rider
  - No reimbursement for drivers because of insurance
- Base transportation hubs at major activity centers: shopping malls, hospitals, senior centers, etc.
- Funding – where should it come from? Cobb County should contribute more money for senior transportation; seek funding through grant writing; the public should also contribute money.
- Transit Usage in Cobb County
  - Trouble finding bus stops along CCT routes
  - CCT is not convenient
  - Seniors still prefer to drive
  - Churches have strong voice in senior community
    - (a) They have own mobilized units
    - (b) Increased van use
  - CCT Paratransit usage for medical appointments
  - Limited access to primary destinations (Atlanta, Midtown, portions of Cobb)

- Forced to rely on expensive taxi services (especially in East Cobb)
- ❑ Need more shuttle service from vendors – transport residents, complimentary service to fixed route; linkage programs can work; service to link to existing fixed transit service
- ❑ CCT is very limited to East Cobb on weekends
- ❑ Need better connection to senior centers and government centers
- ❑ Check out what is available before you reach that point
- ❑ Advanced Transportation Options:
  - MAGLEV interest: will it be discussed in study as an alternative mode of transportation for seniors?
  - Monorail

**Staff Notes:**

- 1) Senior transportation planning should be a part of CTP
- 2) Need more information about available services
- 3) CCT – all stops are not on route map
- 4) How would I get around if I could not drive?
- 5) Churches provide transportation
- 6) Need paratransit connection to MARTA
- 7) Want connection to MARTA
- 8) Regarding transit information, go to facilities that attract seniors.
- 9) People who need to attend this meeting cannot get here because they have no transportation.
- 10) Mobility manager will be needed
- 11) People in Indian Hills are isolated
- 12) Carpool/Shared Ride Activities
- 13) Common Courtesy ==networks of citizens to give neighbors 501 (3) C
- 14) Demand response dispatch center
- 15) Expand paratransit
- 16) No Sunday Service (CCT) No Saturday Service (CSS)
- 17) Need a network of transportation around multi-purpose centers and government facilities.
- 18) Transition to other options before required to give up driver's license; incorporate information about available options into AARP driver training

**Senior Transportation Workshops  
Central Library  
4/11/07 5:30-7:30 p.m.**

---

**Discussion Points:**

- CCT lacks in many areas across the county
- Current programs and services lack flexibility in terms of quality of life circumstances (i.e. social and recreational purposes)
- Accessibility is a challenge for many
  - Distance to stops is too great for those living close to route due physical limitations
- Types of transit service most appropriate for Seniors: fixed routes versus on-demand; daily versus 2 times a day versus 3 times a day; coordinate evaluation of frequency with evaluation of destinations; subscription based services for seniors; use smaller buses or trolley
- CCT: on-board fare collection needs to be more user friendly for seniors & physically disabled

**Staff Notes:**

- 1) Provide envelopes indicating donations accepted
- 2) Tax break for businesses offering transportation assistance to seniors
- 3) No taxi services available in many areas of County especially Kennesaw, Acworth area.
- 4) Special needs population: frequency/essential needs versus discretionary
- 5) No bus shelters on Atlanta Road
- 7) Have benches/shelters for all bus stops
- 8) Paratransit: publish service criteria & spread the word; offer reduced fare for over 65.

**Senior Transportation Workshops**  
**Kennesaw Community Center**  
**4/12/07 1-3 p.m.**

---

**Discussion Points:**

- More transportation information should be provided for seniors, in a one stop format. Train staff at senior centers to give accurate transportation information to seniors that includes information about transit (CCT).
- How do you get to park & ride if you don't drive?
- How do you get around without using taxis? What are options?
- Offer feeder service to get to main bus lines.
- Not enough sidewalks – this is an issue.
- Set up a conference for all agencies & entities that provide services to seniors and encourage better customer service.
- Why aren't senior centers mandated to provide transportation services?
- Create competition for private sector transportation: Kroger and other grocery stores could provide transportation services to seniors on discount Wednesdays.
- Why doesn't DOT put CCT maps and trail maps into Google?
- Cobb should require business licenses to show which bus lines serve the business.
- Cluster developments are part of the solution.
- Let computers and technology drive solutions.
- Make transportation available on Wade Green Road.
- Local cities should contribute money to transit.
- Friendly de facto volunteer network already in place (driving around senior neighbors).
- Staff of agencies that provide services to seniors should try out their services and find out the problems first hand.
- To improve marketing strategies for seniors who can't get to meetings: a one-on-one site visit or a phone call.
- Senior Centers are the local repository of transportation services and should standardize the information. Also have a real person to answer phones (going through dial process can be hard on seniors).
- Publish transit info in newspaper and use the water bill.
- Utilize distance based funding (get more money from users who take longer trips)  
Cobb could encourage the use of Jitneys like they have on Buford Highway & Gwinnet Dekalb Counties.

**Staff Notes:**

- 1) Not enough marketing; cannot find bus stop; no information on how to use the system

- 2) No sidewalks
- 3) Transit improvements not just needed for seniors; they are needed for everyone.
- 4) Customer service response (CCT) is unacceptable.
- 5) There is a lack of information about CCT safety.
- 6) Train people at CCT & CSS; have written material about transportation available; and post in appropriate locations.
- 7) What transportation options are available?
- 8) Have small feeder buses that connect to mainline.
- 9) Convene all transportation entities in Cobb to come up with consistent info & message to deliver to customers
- 10) Senior Housing owners/builders should be mandated to provide transportation for seniors.
- 11) Commercial entities such as Kroger could provide transportation on senior discount days.
- 12) CCT map is hard to read.
- 13) Citizen wants transportation from Wade Green Road.
- 14) Cobb cities should help pay for transit service to cities.
- 15) Create an environment of competition among businesses to assist (Kroger, Public, Ingles, etc).
- 16) Market to seniors – personal phone calls; people who need to come to these workshops cannot get here.
- 17) Employees of agencies delivering services should use their own services (as part of training) to better understand what seniors go through trying to access services provided.
- 18) Senior Centers should/could be point of contact for transportation information in that area.
- 19) Standardize transportation & transit information given to seniors.
- 20) Symbiotic funding (making deals); barter for service for seniors; show businesses the benefit of transportation options vs. continually funding roads.
- 21) Could we have private bus companies? Jitneys exist in other counties.

**Senior Transportation Workshops  
Written Comments  
Summary**

---

**Citizen Email 4/17/07**

CCT driver and customer service did not know about workshops  
Paratransit did not travel to workshop sites  
Wants to move but is concerned about transit service in the area would be moving to  
Paratransit drivers need additional assistance w/ disabled riders (another staff member on the bus)  
CCT should provide Sunday service

**Citizen Email 4/9/07**

Paratransit did not travel to workshop sites  
Buses just sitting around at MTC, why not run them to other places in Cobb County

**Citizen - Comment Form**

Likes the drivers as they are helpful  
Would like coordination with repeat customers as far as on-demand service  
Offer tax breaks to businesses who transport seniors (like grocery stores)  
Need more advertising for CCT  
Would like a Paulding County bus line  
Evaluate customer demand in relation to established routes  
Need longer buses w/ 3-5 wheelchair anchors  
Would like 2/3 day advance notice for Paratransit rather than 2 weeks  
Would like more flexibility with unscheduled pick ups  
Would like CCT to Paratransit to omit restrictions due to mobility and offer to seniors

**Comment Form Anonymous**

Needed better information dissemination about workshops  
Likes Common Courtesy idea  
Suggests grocery sponsored vans  
Would like to see subscription service for CCT  
Seniors can't get to Senior Centers

**Comment Form Anonymous**

Have transportation hubs at Senior Centers  
Need more CCT service in Northwest Cobb County  
Coordinate information dissemination w/ AARP & HOA's  
Create handout for Senior Centers regarding transit in Cobb County

**Comment Form Anonymous**

Reduce need for transportation by telecommuting; telegraphic medical tests; village living; and communal trips

**Comment Form Anonymous**

Provide commuter bus service to main bus line from suburbs

Need more sidewalks in Cobb

Have established bus only lanes during peak hours only; during off- peak, have it service tailored to needs of repeat customers

**Citizen Comment Form**

Cobb needs more subsidized senior apartments or homes like Smyrna Towers

Build senior housing that is located near grocery stores, drug stores, banks, etc.

The Home Depot on E-W connector will be vacant at some point and could be converted into housing

Look at vacant buildings around the county to turn into senior housing

Speak to local merchants about food delivery to seniors

Build senior community near Well-Star Cobb Hospital similar to Atherton Place in Marietta

# Appendix B





## 1.0 Introduction

The Cobb County Department of Transportation retained Wilbur Smith Associates and a sub consultant team to develop a Senior Adult Transportation Study that will improve accessibility and mobility for older adults living in Cobb County. The primary goals and work tasks associated with this effort include:

- Identifying existing transportation services provided by relevant organizations and agencies working with older adults;
- Understanding and quantifying the travel needs, preferences and priorities of older adults living in Cobb;
- Providing information regarding service regulations and requirements associated with federal, state, regional and local funding programs and related policies;
- Identifying opportunities to improve coordination and service delivery; and services that meet the mobility needs of older adults in Cobb.

This is the first in a series of working papers that will document the research and analysis process and key findings at critical intervals throughout the study. This represents the first working paper on the existing conditions for senior adult transportation services in Cobb County.



## **2.0 Data Collection and Research Process**

WSA prepared the baseline assessment through a process of reviewing existing plans and documents and stakeholder interviews. The review of documents included a variety of publications and previously produced senior and transportation plans from the Cobb County Department of Transportation, Cobb County Senior Services and the Atlanta Regional Commission.

WSA planners also spoke with a wide range of stakeholders in the senior and transportation services industries as well as with community leaders. These interviews were used to ascertain the perception of existing transportation service quality as well as to collect ideas for improvements. A list of the individuals interviewed is included in Appendix A.



### **3.0 Overview of Cobb County**

Cobb County, Georgia is a growing community with a strong commitment to providing support services for its ever increasing senior adult population. Its total area is 340.2 square miles and contains the incorporated cities of Acworth, Austell, Kennesaw, Marietta, Powder Springs and Smyrna.

Similar to many other areas within the United States, the portion of county residents aged 55 and above is growing faster than the total population. The 2000 Census reported that Cobb County had 607,751 residents. Of these, 14% were over the age of 55 and 7%, or 41,935 people, were over the age of 65. From 1990 to 2000, the population over 55 grew by 50% while the overall population in the County grew by 30%. By 2015, that number is anticipated to reach 92,813 residents representing 11% of the population of Cobb and by the year 2030, the senior adult population is anticipated to double, or represent 20% of the total population of the county, as shown in Exhibit 1.



# Cobb County - Senior Adult Transportation Study

## Older Adults in Cobb County

**Population<sup>1</sup>**

Total population in Cobb County	607,751
Total population over 65	42,218
% of the population over 65	6.95%
Total population over 85	4018
% of the population over 85	.66%
Total population age 50-64	112,413
% of the population age 50-64	18.49%

The 65+ population grew by 49% in Cobb County from 1990-2000, higher than the 29% rate of growth in the total population living in Cobb County.

**Housing**

% of 65+ individuals living alone	37.76%
% of 65+ individuals who own their home	84.17%
% of 65+ individuals who rent	15.83%
% of 65+ individuals in high cost housing <sup>2</sup>	20.55%
% of 65+ individuals who moved into their current residence before 1970	28.02%
% of 55-64 individuals who moved into their current residence before 1970	8.72%
% of 65+ individuals living in housing built prior to 1950	24.31%
% of 55-64 individuals living in housing built prior to 1950	7.77%

**Income**

% of 65+ with income below poverty	6.83%
% of 65+ with income below \$15,000/yr	19.35%

45% of the 65+ renters in Cobb County live in high cost housing compared to only 15.6% of homeowners.

**Disability**

65+ individuals with self-care limitation	3,726
65+ individuals with disabilities that prevent them from leaving the home	8,461

**Housing Characteristics of 65+ Population in Cobb County, 2000<sup>2</sup>**

Characteristic	Percentage
homeowners	84.17%
high housing costs	20.55%
resident over 30 yrs.	28.02%
live alone	37.76%
difficulty leaving home	15.83%

**Concentrations of 65+ Population, 2000 Cobb County<sup>3</sup>**

**Income Distribution of 65+ Population, 2000**

Atlanta Regional Commission  
 Area Agency on Aging  
 40 Courtland Street  
 Atlanta, Georgia 30303  
 404.463.3224

<sup>1</sup> All data comes from the 2000 US Census.  
<sup>2</sup> High cost housing is defined as a total monthly housing expense (either rent or mortgage payment) that exceeds 35% of an individual's monthly income.  
<sup>3</sup> Map demonstrates percent of population in each census tract over the age of 65 (ARC Research).

### Exhibit 1



As this segment of the population ages, their needs and preferences for transportation will likely change. Unlike previous generations, “baby boomers” typically grew up driving private automobiles, living in the suburbs and are accustomed to a high level of personal mobility. While the aging process affects individuals’ ability to travel independently, it does not necessarily impact their desire and need to travel. As a consequence, the increasing number of older adults will need greater access to different modes of transportation to remain active and independent.

### **3.1 Previous Studies**

Providing transportation services to older adults is challenging. Challenges arise in part because the senior population mobility requirements vary not only by individual but also by season, by time day and other variables because individuals’ ability to travel independently is affected by a myriad of factors. Likewise, because Cobb County includes primarily suburban and small urbanized areas, residents must often travel longer distances to get to services they need. The challenge for transportation organizations and service providers, therefore, is to design and operate a flexible, responsive set of options that best meets the needs of this population, yet does so within the availability of resources.

Given this rapidly growing population with its unique needs, Cobb County and the region have engaged in several studies which project this group’s future population, where they are likely to be located and the types of services required to serve older adults. The organizations conducting research in this study area include:

- Cobb County Senior Services
- Cobb County Department of Transportation
- Atlanta Regional Commission Department of Aging

According to the CSS Ten Year Master Plan, the trend of “age-in-place” is occurring. This is the phenomena where older adults remain in their homes for at least ten years, over 40% of which have lived in their current residences for over 20 years.

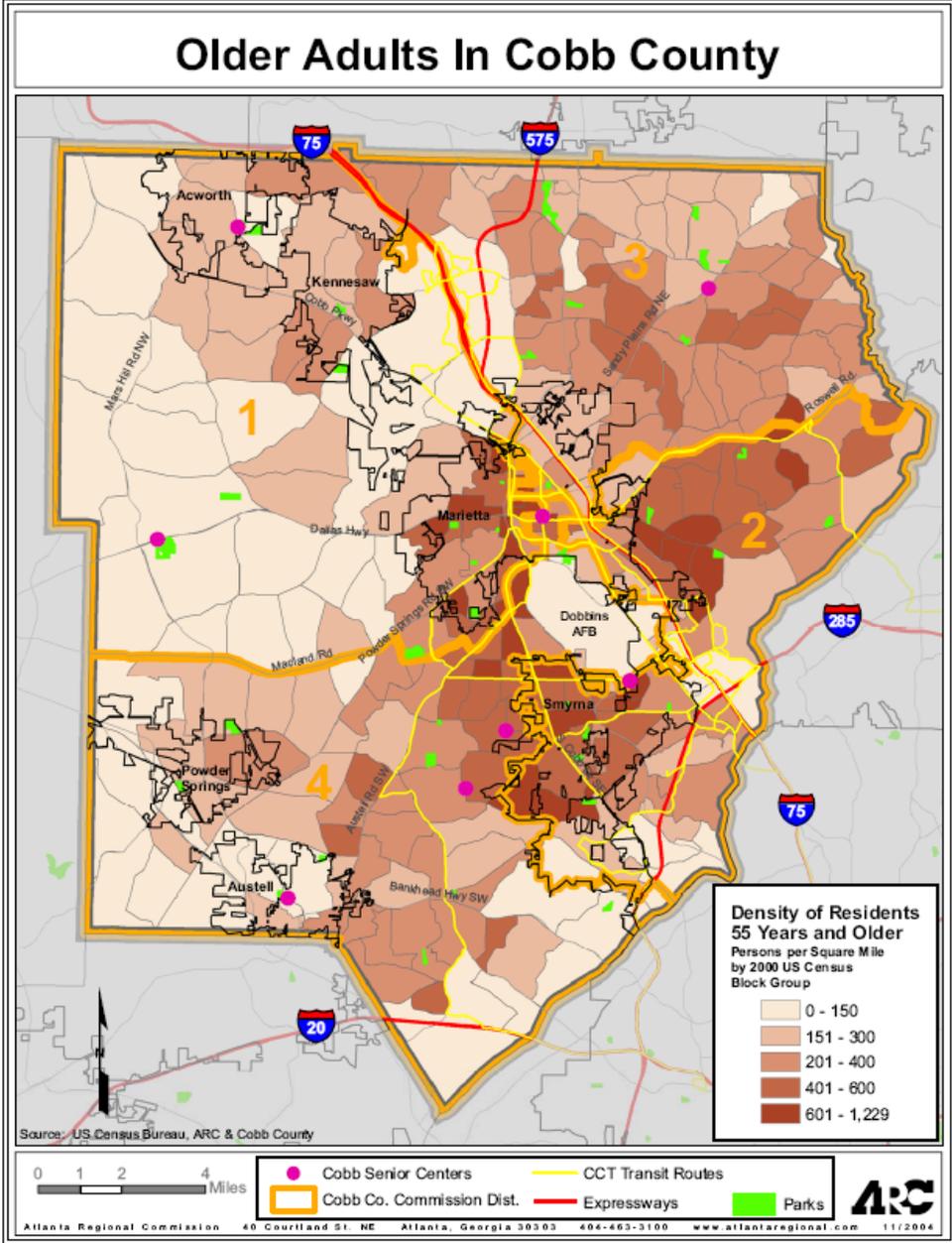
According to the Atlanta Regional Commission Area Agency on Aging, nearly 40% of residents in Cobb aged 55+ moved into their current residences before 1970. Between 1990 and 2000 the 65+ population in Cobb County grew by 49%, higher than the 29% growth rate of Cobb County. In addition, nearly twenty percent of Cobb residents over 65 have an annual income of less than \$15,000 per year. Income is a major determinant in owning a vehicle.

Age also has a positive correlation to the likelihood of not driving or a reduced capacity for driving. To remain independent requires older residents to seek transportation options other than driving themselves to medical appointments, for social interaction



and shopping. Options include depending on family members, social service agencies, traditional fixed-route and demand response bus services for transportation.

The 10 Year Master Plan indicates that residents aged 55 and older are concentrated north of Interstate 75 (Sandy Plains NE and Roswell Road corridors), Northwest and Southwest Smyrna, the unincorporated areas located between Smyrna and Powder Springs and Marietta north of the town square (Exhibit 2). These areas, as of now, have very limited access to public transportation from Cobb Community Transit fixed-route and paratransit.



**Exhibit 2**

In addition, the areas with higher concentrations of senior residents also have a higher than average concentration of residents with incomes of less than \$25,000 per year.

Given this information, it can be concluded that these two factors combine to create a higher propensity for residents in these areas to be dependent on transportation other



than a personal vehicle and therefore higher demand for alternative transportation options in the future.



#### 4.0 Overview of Existing Transportation Services and Options

Currently Cobb Senior Services and Cobb Community Transit are the largest providers of transportation to older adults in the county, operating fixed-route and paratransit services (See Exhibit 4). CSS Transportation services primarily consist of access to its Day and Neighborhood Centers, medical trips and some shopping trips.

CCT offers complementary paratransit services to individuals who reside within the CCT service areas and have mobility constraints that prevent them from using scheduled fixed-route services. An overview of Cobb Community Transit service areas is shown in Exhibit 4.

In addition to Cobb Senior Services and Cobb Community Transit, other organizations provide transportation services to older adults, primarily in connection with other types of services, such as medical clinics and health programs, as described below. CSS Caseworkers currently coordinate use of services outside of Cobb Senior Services and Cobb Community Transit when the trip requires travel outside of these respective service areas. An example would be a medical visit to the VA Hospital which is located outside of Cobb County.

#### 4.1 Overview of Cobb Community Transit

The Cobb County Department of Transportation operates Cobb Community Transit, a system of 16 fixed-route bus routes, including three express routes operated for the Georgia Regional Transportation Authority that link communities in Cobb with the larger public transportation network of services in the greater Atlanta region. CCT services are concentrated in the more densely populated corridor along I-75 and the southern portion of Cobb County (see Exhibit 2). According to the Cobb County Transit Planning Study, CCT ridership averages 13,500 Weekday and 7,300 Saturday unlinked trips.

Ridership has experienced a consistent level of growth. Please see table below.

Mode	2003	2004		2005		2006		Average Growth
		Ridership	Percent Change	Ridership	Percent Change	Ridership	Percent Change	
Fixed-Route	2,660,457	3,413,314	28%	3,793,253	11%	4,246,680	12%	12%
Paratransit	59,800	57,900	-3%	61,160	6%	68,747	12%	4%
<b>Total</b>	<b>2,722,260</b>	<b>3,471,214</b>	<b>28%</b>	<b>3,854,413</b>	<b>11%</b>	<b>4,315,427</b>	<b>12%</b>	<b>12%</b>

#### Exhibit 3

Based on the increasing ridership, Cobb Community Transit has consistently added new service, particularly peak period express service.



#### 4.1.1 Paratransit Service

In addition to the fixed-route services, CCT operates ADA Complementary Paratransit service for individuals who cannot functionally ride or access CCT fixed-route services. ADA Complementary Paratransit is available to individuals traveling within  $\frac{3}{4}$  of a mile from existing fixed-route service as well as parts of the county grandfathered into the paratransit service catchment area, such as locales where CCT operated fix-route service that was discontinued.

Paratransit services are offered during the same service hours as the fixed-route operations, which typically operates from 5:30 am to 10:30 pm Monday through Friday and a reduced Saturday schedule. Service hours mirror fixed-route service hours. This service is offered "curb-to-curb". Please see Exhibit 4.

Individuals wishing to use paratransit services must apply for the service by filling out an application, a portion of which must be completed by licensed/certified healthcare professional. Cobb Senior Services currently offers a Registered Nurse to assist in completing the application. CCT determines the eligibility of applicants and notifies them after their applications are accepted. Guidelines for eligibility are determined from legislation from the American's with Disability Act, DOT ADA regulations 49 CFR section 37.121. Once accepted into the system, individuals can reserve an unrestricted number of trips by calling at least 24 hours in advance and speaking with reservationists and can also request regularly scheduled trips, known as subscription trips. These trips are defined as three or more trips per week that occur at the same time each day with the same origin and destination. Cobb Community Transit makes every effort to accommodate a passenger's pick up time, but pickup may be scheduled up to one hour before or one hour after the clients requested time and the vehicle may arrive up to one half hour after the scheduled pickup time. This is to allow flexibility in times when a high number of trips are requested.

Reservations for subscription and non subscription services are scheduled by calling CCT Paratransit. Reservations may be cancelled up to one hour before the scheduled trip is to arrive. Cobb Community Transit Paratransit operators are instructed to wait up to 5 minutes for a pick up before considering the client to be a "no-show".

No-show trips are defined as the client not being at the pick up point within five minutes after the scheduled pickup time: canceling a ride less than one hour before the scheduled pick up time: or refusing a trip after it arrives at the pick up or 5 same day cancellations within 30 calendar days. The No Show policy is as follows:

- The first violation within 30 business days will result in the client receiving a Notification Letter
- The second violation within 30 business days will result in the client receiving a Warning Letter



- The third violation within 30 business days will result in the client receiving a suspension of service for 30 day and be placed on 6-months probation.

The passenger also has the opportunity to appeal any no-show violation to the Transit Division Manager within ten business days of receipt of the Notification Letter. Complaints and commendations are to be directed to the Cobb Community Transit Customer Service Department.

Federal guidelines allow Cobb Community Transit to charge up to twice the amount of a traditional fixed-route trip for paratransit. Please see fare structure below. Federal guidelines require that CCT accept any request for service given the person qualifies for the service, times of travel occur during the time periods where the fixed-route is operating and their destination is within the service area.

Information regarding this service is contained in the "CCT Paratransit Services Passenger's Guide Serving the Elderly and Disabled of Cobb County", effective August 1, 2004. This guide clearly communicates all aspects of the services offered and can be valuable for riders, family members and support agencies to understand the program.

Additional analysis will include developing a better understanding of the use of both CCT fixed route and paratransit services by the senior community. Regarding paratransit, in other locales it is not unusual for a substantial percentage of those that are eligible for ADA paratransit to include the frail elderly and other seniors that require non-emergent medical services and are not able to use the fixed route system.



#### 4.1.2 Cobb Community Transit Vehicle inventory

Cobb Community Transit operates fixed-route local, express service and paratransit. In addition, CCT has a contractual relationship with the Georgia Regional Transportation Authority to operate three express routes.

CCT currently operates eighteen Goshen cutaway vehicles in their paratransit operations. It is anticipated that this number will increase by spring 2007 to twenty vehicles to reflect the fixed-route 70 extension to Cumberland Mall.

Cobb Community Transit operates fifty standard forty-foot buses in local service. It also operates nine over-the-road coaches of its own for express service and operates sixteen over-the-road coaches for GRTA express service operating in Cobb and Cherokee Counties.

#### 4.1.3 Cobb Community Transit Fare Structure

The following represents the fare structure for each type of unlinked trip for CCT:

##### Local one-way

Under 41"	Free
Adult	\$1.25
Under 18	\$ .80
Senior/Disabled	\$ .60

##### Paratransit one-way

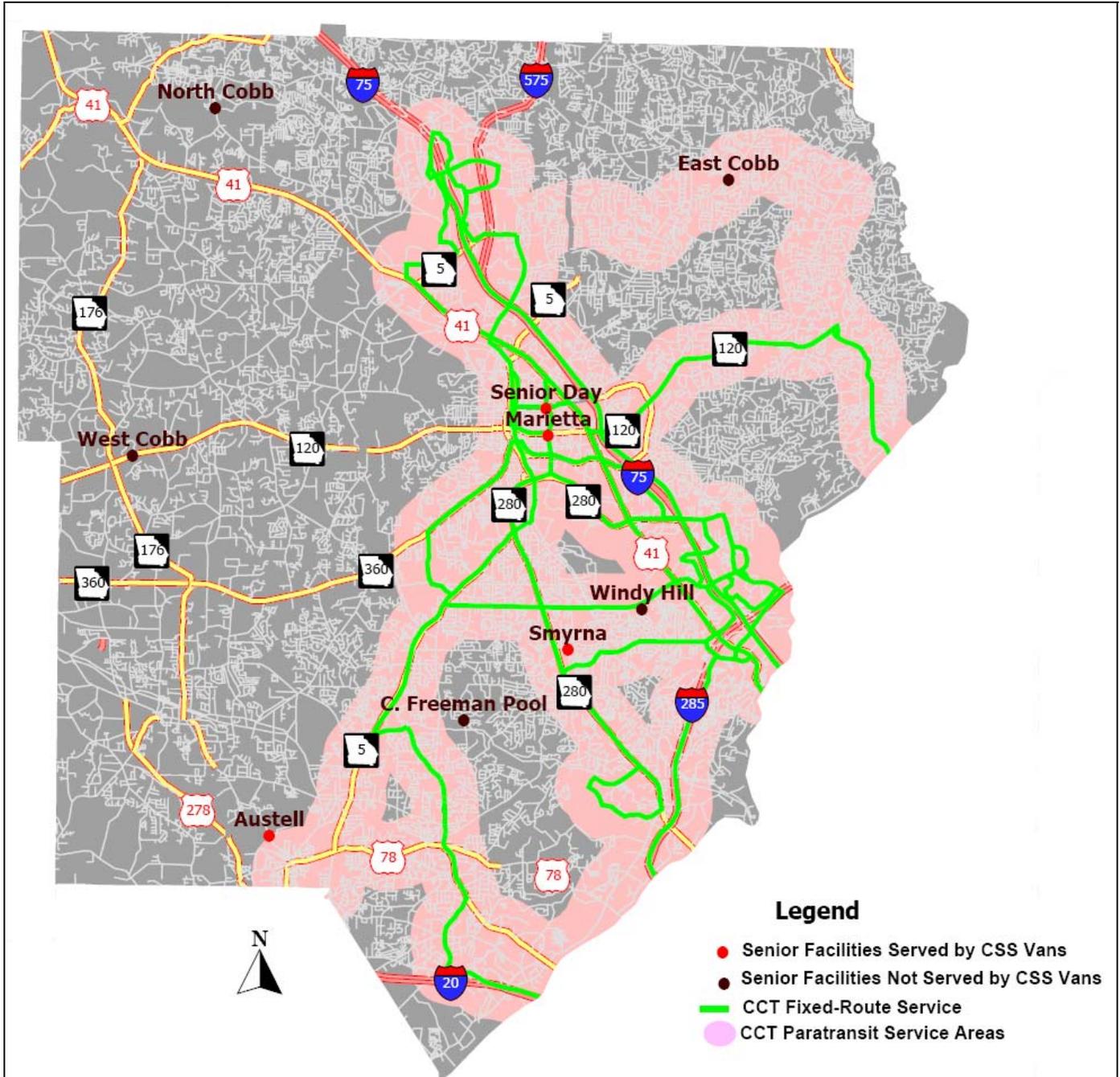
Adult	\$2.50
Youth	\$1.60

##### Express Fares

Adult – One way	\$3.00
Adult – Round trip	\$4.00
Youth – One way	\$1.80
Youth – Round trip	\$2.55



**Cobb Community Transit Routes and Service Area/  
Cobb Senior Service Facilities**



**Exhibit 4**



## 4.2 Overview of Cobb Senior Services

For nearly the past thirty-four years, CSS has operated some type of transportation for seniors. Cobb Senior Services operates both fixed-route and demand response service.

Fixed-route for CSS is defined as service that operates daily emanating or terminating at a Neighborhood Center (defined later in this chapter). Please note that these trips do not utilize bus stops, rather are designed to serve seniors living in proximity to a Neighborhood Center from their places of residence. Seniors request in advance which days to attend the Neighborhood Center. These “fixed-routes” operate door-to-door and routes change to reflect the daily demand.

Funding for transportation comes through Title 3, Social Service Block Grants, County Based Service Grants, Cobb County resources and farebox revenue.

Cobb Senior Services uses several criteria to fulfill its mission, which is to identify and allocate services focused on assisting the most isolated older adults in Cobb County. The system used is the Elder Service Program, distributed by the State of Georgia to all Area Agencies on Aging as part of the process to evaluate and document Title 3 fund allocation.

The main criterion to qualify for Cobb Senior Services Transportation is that the person be at least 60 years of age. Also included in the qualification process is a formula with several variables to assess the client. Please see Appendix C for CSS Client Priority Scoring System used during the client intake process. Variables included in the formula are used to determine what Cobb Senior Services calls the “level of risk” of the client. The Elder Services Program formula includes the following variables:

- Age
- Income
- Activities of Daily Living and level of Impairment
- Instrumental Activities of Daily Living-Level of Impairment Score
- Level of Support
- Nutritional Score
- Household
- Difficulty of Getting Outside
- Lacking of Other Activities
- Nutritional Risk Assessment

These variables are used to determine the level of risk for each senior relative to access to transportation, medical and nutritional needs. Clients are assessed, their amount of risk is ranked, and then the client is placed on the waiting list. As space becomes available, clients move to the CSS Demand Response system (medical trips) and/or CSS fixed-route (service to a CSS senior center). At any given time, approximately 1,300



clients are qualified to call and schedule a trip. Please note that there is a separate evaluation for CSS fixed-route and demand response service, though if a client qualifies for one, most likely the client will qualify for both types of service.

Also, older adults in Cobb County can qualify for both CCT and CSS services. When this is the case, Cobb Senior Services usually suggests these older adults use Cobb Community Transit Paratransit so that CSS may maximize the overall number of older adults with access to transportation. Cobb Community Transit assists in coordinating this effort. Cobb Senior Services provides a nurse to complete the CCT application requirement of a medical practitioner evaluation.

#### **4.2.1 Cobb Senior Services Vehicle Inventory**

Cobb Senior Services currently operates 39 cutaway center isle vehicles with four vehicles qualifying as surplus and one 40 foot coach currently not used for revenue service. In FY 2006, CSS provided approximately 70,000 unlinked trips (about 260 trips per day) and were in operation for 500,000 miles (1,900 miles per day). Nearly 69,000 unlinked trips were completed in 2005, 75,000 in 2004 and 60,000 in 2003. Cobb Senior Services' funding sources require documentation of trips rather than revenue miles and hours. Subscription trips represent about 30% of total trips operated by CSS.

#### **4.2.2 Service Operation**

CSS operates Monday through Friday 8am to 5pm. The service is provided door to door, meaning the driver exits the vehicle and assists the client until they are secured on the vehicle.

The fare is one (\$1) dollar for each unlinked trip. Trips can be scheduled on a demand response or pre scheduled (subscription trips) basis. Generally, demand response trips are scheduled based on availability and usually require scheduling of two to three weeks before the planned trip, based on availability. Pre scheduled trips are limited to 2 unlinked trips per week.

Fixed-route trips are usually based on neighborhood center activities. Each client is given a list of scheduled activities for the upcoming month. From this list, the clients choose in advance which programs to participate. This list is turned into Cobb Senior Services and for the days requested, CSS will provide service to the facility.

All trips are scheduled by a staff person at CSS. Unlike Cobb Community Transit, Cobb Senior Services may prioritize the type of trips made. Medical appointments, subscription service to senior centers and mental health trips are given preference. Trips to centers with hot meals during the day are served and paid for through Title 3 of the Older Americans Act.



Viewing Exhibit 4, CCT Paratransit is generally limited to operating in corridors in which it provides fixed-route service per the guidelines of ADA Paratransit with some exceptions; while Cobb Senior Services can operate throughout Cobb County. CSS sees its mission as providing transportation for the most isolated or at risk seniors, therefore it provides preference to seniors who qualify for both CSS and CCT Paratransit, but reside or require travel that is within Cobb County but outside of the CCT service area. The exception is when older adults cannot afford the fare. Since Cobb Senior Services' fare is lower than CCT, CSS will work on a sliding fee depending on the senior's financial situation. Also, if a senior cannot afford Cobb Community Transit Paratransit, CSS will provide transportation, if the individual qualifies for the service.



### **4.2.3 Waiting List**

Currently, CSS has a waiting list that averages approximately 100 people at any given time. Those who qualify are placed on a waiting list and are re-evaluated every 90 days as mandated by the State of Georgia. Re-evaluation is determined through telephone interviews with the senior or care giver to determine any changes in risk. Rankings on the waiting list can change based on this assessment. Once you qualify for CSS transportation, you are eligible without re-evaluation.

There are 1,300 persons qualified to call and schedule Cobb Senior Services Transportation at any time. The CSS budget has remained relatively constant over the last two fiscal years, so the only opportunity to move from the waiting list is through attrition, either those who moved, have been terminated from the service or died. Waiting list recipients qualify and may be given the opportunity to participate in the voucher program sponsored by ARC, which is described more fully below.

### **4.2.4 Voucher Program**

Cobb Senior Services has facilitated this voucher program, with funding from the Atlanta Regional Commission, for the past two (2) years. The qualification process for this program is the same as qualifying for CSS transportation. The voucher program allocates \$500 annually that can be used by that individual for transportation purposes. Participants are given a booklet with coupons in increments of \$1 and \$5 that are given to the provider of transportation. The participant is asked to record the provider date of travel and amount in the coupon book. The provider then submits these coupons for payment. The participant or 'owner' of this account can choose to provide their own money as matching resources for the purpose of traveling. Any money in this account not used after one year is forfeited, reverting back to Cobb Senior Services and the participant must turn in the coupon book.

The system allows the individual to travel whenever and wherever they wish, giving the participant significant flexibility and convenience. It has received high marks from both participants as well as senior advocates. The cost of the trip depends on the provider and distance of the trip. The voucher program is only available to those persons on the Cobb Senior Services Transportation waiting list. Once individuals are moved to the regular CSS Transportation, they cannot remain in the voucher program.

Unlike other counties in the region, Cobb voucher program participants can only use these vouchers with providers on a preferred list created by CSS. The preferred list is to insure that the providers provide a certain standard of care to the client.

These companies provide other types of transportation in the county currently and include taxi/livery operators. Preferred Providers in the program include:



- Carewell Health Services
- Genesis Transportation
- Home Care Georgia
- Jf&Cs/Jets
- Johnson's Pick-Up & Delivery
- Royalty Transportation
- Tap Tap Transportation
- Advance Care Transportation
- American Cancer Society
- American Medical Response
- LogistiCare - Central Medicaid
- Puckett Transport Services
- Victory Cab
- Walker & Walker Transportation, Inc.

Other counties in the Atlanta region participating in the Voucher Program are Cherokee, Douglas, Fayette, DeKalb and Rockdale. These counties allow the voucher to be used with any private individual or agency willing to accept the voucher. These include relatives, neighbors and others able to provide transportation.

At the end of FY 2005, Cobb Senior Services staff analyzed the residential origins of program participants and compared those with proximity to CCT fixed-route service, and also determined whether those participants could potentially qualify for Cobb Community Transit Paratransit. The monies that were forfeited by participants in the program were used by CSS to purchase Cobb Community Transit passes and offered to voucher participants free of charge if the participant would use CCT fixed-route or Paratransit instead of continuing participation in the voucher program. Results of this effort are still being evaluated. The comparison of mobility opportunities and financial and policy implications will also be further evaluated as part of this study.

CSS generally does not serve assisted living facilities. The system used to evaluate the level of "risk" of each client places an emphasis on seniors that are the most isolated. Assisted living facilities by definition are a community of seniors and usually provide some sort of transportation. Therefore these seniors typically score low on the evaluation. Part of this policy or practice is based on the assumption that these facilities attract residents with the premise of providing transportation to their residents. The other issue is capacity. Further from a demand perspective CSS is able to schedule a maximum of 25 demand response trips per day and also maintain fixed-route service. Cobb Senior Service limits the total number of clients eligible for transportation based on the premise of keeping lead time for scheduling demand response trips to three weeks or less.



#### **4.2.5 Cobb Senior Services Facility Types**

CSS serves four of the nine senior centers in Cobb County. Please refer back to Exhibit 4. All facilities served by CSS serve at least one meal per day.

Multipurpose centers are not served currently by Cobb Senior Services. Marietta, Windy Hill, Smyrna and The Senior Day Center are located either on or within a quarter mile of CCT fixed-route service. Staff from these facilities state they typically attract more active and affluent seniors, most of which continue to operate personal vehicles.

Cobb Senior Services has four types of facilities:

##### **Multipurpose Senior Centers**

Active seniors, 55 or older, can enjoy five multi-purpose senior centers located throughout the county. They are Windy Hill, West Cobb, East Cobb, C. Freeman Poole and North Cobb Senior Centers. These facilities are supported through the Cobb County Government and provide meeting space, educational, social and recreational activities.

##### **Neighborhood Centers**

Cobb's four senior neighborhood centers, Austell, North Cobb, Marietta and Smyrna, provide transportation, hot lunches, activities, exercise, trips and special events for those 60 and above. All CSS facilities served by Cobb Senior Services Transportation are defined by this category. These facilities receive most of their funding through Title 3 of the Older Americans Act.

##### **Multipurpose/Neighborhood Center**

North Cobb Senior Center is unique in that it houses two types of facilities. It serves seniors age 55 and above in the multipurpose wing, and age 60 and above in the neighborhood wing. The multipurpose portion is funded through Cobb County while the neighborhood center portion is supported through federal grants.

##### **Senior Day Center**

The services provided are medical monitoring, special supervision, recreations, snacks, lunch and transportation (within Cobb County). This facility receives most of its funding through Title 3 of the Older Americans Act.

#### **4.3 Other Cobb Transportation Providers**

There are a number of small private and/or volunteer organizations that service Cobb area older adults. In addition, a number of private older adult related facilities provide



transportation to participants in their programming. Please see Appendix B for a list of additional providers identified in this study. The transportation services offered by these providers will also be further reviewed.

## **5.0 Stakeholder Interviews – Key Issues Facing the Community, Gaps in Existing Services, Unmet Needs and Ideas for Improvement**

### **5.1 Overview**

As indicated above, perceptions regarding service quantity and quality are often an important part of assessing existing senior adult transportation services, thus a series of in-depth interviews were undertaken with stakeholders in Cobb County, including public officials, service providers, community planners as well as representatives of the older adult community. In total, the WSA team conducted eighteen interviews, using an interview guide that served as a framework for each interview. Appendix A includes both a copy of our interview guide as well as a list of individuals interviewed.

Most stakeholders expressed the opinion that transportation services available to senior adults in Cobb County are basic and generally adequate for the most critical transportation needs, such as trips to medical appointments. This is especially true for those senior adults who are already on service registries and have access to Cobb Senior Services Transportation. Stakeholders also agreed that services improved significantly for those older individuals who live within the Cobb Community Transit service area and qualify for the complementary paratransit service.

Stakeholders also voiced frustration with two fundamental aspects of existing services; the delivery of services available to older adults; and the configuration and orientation of the wider public transportation network. Concerns about service delivery centered on the fact that most people must be on a waiting list before getting access to rides, that trips must be reserved up to three weeks in advance and many services are limited to individuals participating in specific program areas (i.e. medical treatments, mental health programs, etc). Program specific services often mean that finding and scheduling “quality of life” trips can be difficult if not impossible. There is also a perception that service quality is not always consistent; many people recounted stories where they or other passengers waited several hours to be picked up.

People interviewed also expressed a frustration that the configuration of the public transportation network is designed for commuters and thus is largely oriented to taking people to employment centers. As a result, older adults and others looking to travel outside of peak periods or to neighborhood centers are not as well served by the existing network.



The following paragraphs summarize specific topics that were continuing concerns of those stakeholders interviewed.



## 5.2 Gaps in Existing Services/Unmet Needs as perceived by Stakeholders

Stakeholder interviews suggest that travel for medical purposes is mostly available. Likewise, older adults who live along a CCT route, are eligible for paratransit or are already on the CSS service list are able to get most of their essential transportation needs met. Older adults in Cobb County, however, still have unmet transportation needs. These needs primarily fall into three categories of transportation service:

- **Ad hoc “quality of life” travel** – For people not in the Cobb Community Transit catchment or participating in the voucher program, there are few opportunities for older adults to travel for quality of life and personal errand purposes, such as for banking, shopping, hair cuts, exercise classes, etc.;
- **Flexible scheduling of trips** – A similar concern is that the long lead times to schedule CSS demand response trips restricts the flexibility to travel based on changes in personal schedule or other more “immediate” or same day service needs.
- **Weekend days** – Existing services offered by Cobb Senior Services and Cobb Community Transit are limited during weekend periods, CSS has no weekend services and CCT offers limited fixed-route and paratransit services on Saturday only. People who need to travel during weekends, therefore, mostly need to rely on their own resources.

## 5.3 Key Issues Facing the Community Identified by Stakeholders

Providing adequate transportation services for people living and working in Cobb County is a critical concern to stakeholders. Stakeholders felt viable transportation alternatives to the personal automobile were the key ingredient to keeping Cobb County older citizens active and vibrant. While there is recognition among all stakeholders that transportation is essential to making Cobb an attractive place to live, there appear to be a divergence of opinions with regard to the responsibility for providing and improving those services. These opinions include:

- Recognition that senior services ideally can be located centrally but that premiums on land in these areas challenges the feasibility of such decisions;
- Support for a combination of public and private efforts to meet transportation needs and a sense that public resources alone cannot solve this problem;
- Acknowledgement that the combined skill sets offered by social service organizations and transportation professionals are needed to effectively and efficiently design and provide transportation services to older adults;
- A sense that the Atlanta region is ready to experiment with public transportation to improve service delivery and Cobb is a good place to start, especially for older



adult services. Cobb offers economies of scale, combined urban and rural environments and excellent senior services; and

- An understanding that solutions for older adults sometimes work in multiple ways; for example, wider roadways and lane widths are easier for older adults to navigate with their vehicles, but also are more difficult for people with limited mobility to walk across.
- Should the responsibility of providing/and or paying for transportation be the responsibility of the individual, or family of the individual needing the transportation?
- A perception that additional local financial support is not strong.

#### **5.4 Stakeholder Ideas for Improvement**

Stakeholders contributed a wide range of ideas to improve the type, quality, delivery and education associated with transportation services and older adults. They include:

- Increasing opportunities for ad hoc, incidental and weekend needs with expanded voucher programs, contracts with taxi services and Dial-a-Ride programs;
- Providing more local fixed, deviated fixed-route and community bus services that connect with main bus lines. This is true both for existing Cobb Community Transit services as well as the new I-75 BRT service;
- Organizing periodic (i.e., once a week) destination-specific services that will take people to shopping and activity centers;
- Creating more opportunities for organizations to share the use and costs of operating vans across programs and services. Ideally, coordination can happen across public, private and not-for-profit organizations to take advantage of vehicles that may be dedicated only during certain periods (i.e. faith-based organizations that have vans and need them on weekends only);
- Improving public transportation's supporting infrastructure so that it is more accessible to people with limited mobility. Improvements may include enhanced and safer street crossings, better signage, shelters and waiting benches, etc.;
- Expanding the marketing of services to older adults with a centralized information point so that people can learn about and get access to the full range of available services;
- Educating older adults about transportation services before they lose their ability to drive. Teaching older adults how to build a support network and find the services they need to exist without driving will encourage them to give up their keys when it is time, making the roads safer for everyone;
- Providing more training opportunities with programs such as escorts and training partners, so older adults can learn how to use the public transportation network; and
- Building senior housing that is accessible by walking, driving and public transportation.



## Appendix A

### Cobb County – Completed Stakeholder Interviews

Linda Lee, RN	Wellstar Cancer & Live Health Cobb
Kathy Simpson	Marietta Senior Center & CCT Accessibility Advisory Committee
Bill Dunaway	Mayor, City of Marietta
Bill Brown	AARP, Georgia
Bill Cooper	Cobb Chamber of Commerce
Cherie Newton	CCT Advisory Committee
David Shillings	ARC, Transportation
Maureen Kelly	ARC, Area Agency on Aging
Carolyn White	ARC, Community Outreach
Jim Ritchie	GRTA
Pam Breeden	Cobb County Senior Services
Kellie Bollman	Cobb County Community Services Board
Steve Kish	Georgia DOT
Kathryn Lawler	ARC
Katrina Wilder	DHR
Paulette Blake	CCT Paratransit (Veolia)
Commissioner Olens	Cobb County BOC, Chairman
Commissioner Lee	Cobb County BOC
Commissioner Goreham	Cobb County BOC
Commissioner Kesting	Cobb County BOC
Commissioner Thompson	Cobb County BOC



## Appendix A (cont)

### General Questions for Cobb County Interviews

- How familiar are you with Cobb County transportation services?
  - CCT    Very Familiar    Familiar    Not Familiar
  - CSS    Very Familiar    Familiar    Not Familiar
- How familiar are you with senior programs in Cobb?
- What is your perception of the existing senior adult transportation options in Cobb? Please describe.
- Do you have ideas on how we could make transportation better for seniors in Cobb County?
- Have you heard of any senior transportation services in other locations that you would like for us to investigate as part of this study?
- What would the benefit of improved senior transportation options be for you?
- In order to feel comfortable using a van or riding a “big bus”, what would you need to feel more comfortable?
  - Security?
  - Curb to curb service?
  - Buddy System?
  - Training to use bus or van?
  - Service closer to home?
- Are there trips that you would like to make that you aren't able to make currently?
- Do you have concerns about getting around in the future?
- Would you attend a class if it were offered here to talk about how to use buses or vans?

Appendix B

Additional Transportation Services In Cobb County

Name of Provider	Phone Number	1. Are there criteria to qualify seniors to use your service? If so, what are they?	2. What is your service area?	3. Is there a flat fee or how do you calculate the fare?	4. How many seniors do you transport in the average week and do you officially track this information?	5. How many vehicles do you operate?	6. Do you serve mostly Medicare/Medicaid recipients?	7. Are these trips typically paid for by the rider, by an agency or both? If agency, which ones?	8. Do you operate a premium service? If so, what makes it a premium service?
Advanced Care Transportation	404-875-9444	Serve riders that need ambulatory, wheelchair, and stretcher services.	metro-Atlanta	Ambulatory: \$35/trip, \$3.25/mile, \$25/hr. Wheelchair: \$65-75/trip, \$3.25/mile, \$45/hr. Stretcher: \$175-195/trip, \$4.25/mile, \$65/hr. \$17 (4 hr min), companion travels free	100+ seniors/wk	unknown	no	out-of-pocket	Yes, \$45 to wait
Agape Transportation	770-845-9957	Serve general population.	All Cobb County	Varies by service	Currently 0 seniors/wk (seniors unable to attain vouchers)	1 vehicle	no	Contractor for CSS overflow, vouchers	no
Altman/JETS Transport Program	770-677-9339	Serve only seniors (60+)	metro-Atlanta		Senior count unknown	5 vehicles & volunteer vehicles	no	out-of-pocket	no
American Cancer Society	770-429-0089	Serve only recovering cancer patients to and from treatments.	All Cobb & Cherokee county	No fee - volunteers give rides	Senior count unknown, but 3-4 cancer patients per month.	2 personal cars (volunteers)	n/a (volunteer)	n/a (volunteer)	no
American Medical Response	770-428-8911	Ambulance service, rider must require stretcher.	metro-Atlanta	Negotiate rate based on distance & time.	Not tracked	8-10 vehicles	yes, Medicare & Medicaid	insurance, Medicare, Medicaid	Yes, ambulance & attendant will stay and return.
Caravita	770-643-1712	Serve general population.	metro-Atlanta, North Fulton, Cobb, DeKalb	Flat fee: \$69	1-2 seniors/wk	1 personal car	no	voucher, out-of-pocket	no
Carewell Health Services	770-438-0094	Serve general population.	mainly Cobb County	Based on distance traveled	25 seniors/wk	2 vehicles	no	out-of-pocket	no
Genesis Transportation	404-372-7569	Serve general population, seniors are primary riders.	College Springs, Marietta	\$18/hr, 2 hr min.	3-4 seniors/wk, 6 total riders/wk	1 car, 1 van	no	voucher, out-of-pocket	no
Home Care Georgia	770-425-4240	Serve strictly seniors.	All Cobb County	Flat fee: \$15-16 (4 hr min) & \$0.42/mile	2-3 seniors/wk	caregiver's cars	no	voucher, out-of-pocket	no
J. Walker & Walker Transport	770-739-8525	Serve only handicapped and wheelchair bound persons to any location requested by rider (doctor, grocery store, funerals, etc.)	All of Metro Atlanta, mainly Cobb County	Prices range, individualized on a case-by-case basis. Generally, transportation (within a 10 mile radius) for a wheelchair bound person is \$75.	Senior count unknown, but handicap & wheelchair bound persons transported per week is 60+.	8 vans	no	Private insurance, Worker's Compensation, or out-of-pocket	Yes, will accompany patient for additional fee.
Johnson's Pickup & Delivery	678-266-2878	Serve general population.	No limit, mainly serve Marietta	General: \$1.95/mi, Seniors: \$1.50/mi	5 seniors in 2 weeks	4 vans, 2 SUVs	no	voucher, out-of-pocket	Yes, will accompany patient for additional fee.
Puckett Transport Services	678-445-2345	Serve only wheelchair and bed-bound patients.	Cobb, Cherokee, Douglasville, North & South Atlanta	For wheelchair: \$65 each way and \$3/mile. For bed-bound: \$100 each way and \$3/mile	Senior count unknown, but wheelchair & bed-bound persons transported per week is 25-35	4 vans (fits no more than 2 people)	no	out-of-pocket	no
Royalty Transportation	404-509-4886	Serve general population, but Workman's Comp. patients are primary riders, 10% of total riders are seniors.	No limit, mainly serve Cobb, Cherokee, & Fulton	Travel: \$40/hr, Wait: \$20/hr	Currently senior count is 0, 15-20 people/wk are (Worker's Comp.)	4 vans (fits 6)	no	Broker contracts to agency for Worker's Compensation recipients	no
South East Transit	678-510-4600	Serve only Medicaid recipients.	All Cobb County & metro-Atlanta	none	Senior count unknown, but 100+ Medicaid patients transported for all of metro-Atlanta area per wk	unknown	yes, Medicaid	Medicaid	no
Tap Tap Transportation	770-819-9892	Serve general population.	metro-Atlanta	From 0-5 miles \$20, \$2/mi after. 5% discount for seniors.	Currently 0 seniors/wk (just accepted contract to transport seniors), 70 general riders/wk	3 vans	no	voucher, out-of-pocket	Yes, will accompany patient for additional fee.
Victory Cab	770-428-2626	Regular cab.	All Cobb County	\$1.80/mile	Not tracked	100 cabs	no	out-of-pocket	no



**Appendix C**

**Cobb Senior Services Client Priority Scoring System**

<b>COBB SENIOR SERVICES</b>		<b>Client Priority Score</b>	
<b>Priority Score A: 30</b>		<i>Printed: 12/19/2006</i> <b>SS#:</b>	
<b>Priority Score B: 18</b>			
<b>Score A</b>		<b>Score B</b>	
Age:	5	Age:	5
Income:	0	Income:	0
Race:	0	Race:	0
Adl:	3	Outside:	1
Iadl:	8	Lacks:	1
Support:	4	Nut	11
Nut Risk:	6		
Household:	4		
 <b>Scoring</b>			
Age: <60 score 0, >=60 and <=69 score 1, >=70 and <=74 score 3, >=75 and <=84 score 4, >85 score			
Income Code: 1 score 6, 2 score 5, 3 score 4, 4 score 3, 5 score 2, 6			
Race: African-American/Non-Hispanic Or Hispanic Or Native American/Alaskan or Asian/Pacific Islander			
ADL: Activities of Daily Living - Level of Impairment score ADLScore			
IADL: Instrumental Activities of Daily Living - Level of Impairment score IADL			
Support: score			
NutRisk: Nutritional score <= 2 score 2, >=3 and <=5 score 4, >=6 score 6			
Household: qty 1 score 5, qty 2 or 5 or 6			
Outside: Difficulty Getting Outside: Yes			
Lacks: Lacks other Activities: Yes			
NutScore: Nutritional Risk Assessment (NRA)			
SERVtracker by Accessible Solutions, Inc.			



# Appendix C





# WHITE PAPER #6

PREPARED FOR THE STPs MOBILIZER PROJECT

BY THE BEVERLY FOUNDATION

## TRANSPORTATION ALTERNATIVES FOR SENIORS: *High Cost Problems and Low Cost Solutions*

### Introduction

This paper discusses the transportation options available to seniors, reason that seniors need alternatives to the automobile, the difficulties they experience in trying to use many traditional alternatives, and some innovative transportation programs that are being developed throughout the country. It also introduces a unique partnership between the Beverly Foundation and the AAA Foundation for Traffic Safety to enhance and expand the availability of Supplemental Transportation Programs for seniors (STPs).\*

### Transportation Alternatives for Seniors

According to the US Department of the Census, in 2000, almost 35 million Americans were age 65 and over. (1) Seniors, like members of other age groups, have a variety of transportation alternatives available to them. These seniors, like most Americans, generally view driving their cars as the transportation alternative of choice for getting where they need to go. According to the US Department of Transportation, 88% of the men and 60% of the women age 65+ were licensed drivers, and about 90% state they are able to drive. (2)

Even though the automobile is the vehicle of choice, many seniors have a number of other options available to them. Public transit, paratransit, private transit, and specialized options for special groups that target or at least include seniors are available in most urban communities and a growing number of rural communities. A variety of transit options such as motorized off road vehicles (i.e., golf carts) and non-motorized bicycles may also be available. Of course, walking also is a transportation option.

The chart on the following page suggests the range of transportation alternatives available to seniors, in the typical transportation rich community. However, many communities, especially those in rural settings, do not have such a broad range of alternatives, and even when available, seniors often do not use them.

-----  
\*This paper was adapted from an article prepared by Helen Kerschner (of the Beverly Foundation) and Peter Kissinger (of the AAA Foundation For Traffic Safety) that was published in the Journal of the International Transportation Engineers in 2003. The Beverly Foundation is a private foundation in Pasadena, California. The AAA Foundation for Traffic Safety is a philanthropic foundation in Washington DC. The two Foundations joined forces in 1999 when it became apparent that one of the best ways to help seniors to stop driving and to promote transportation that is senior friendly was to develop a better understanding of transportation options that are available, accessible acceptable, adaptable and affordable for seniors. Today, the partnership's STPs Mobilizer Project gathers and analyzes information about community-based transportation programs for seniors via a STAR Search program, demonstrates an STPs approach that can be adapted by communities via the PasRide Pilot, and develops materials that can be used by policy makers and practitioners in the field.

## A Template of Ground Transportation Options for Seniors

Automobile:	single passenger, shared ride
Public Transit:	Busses, Light Rail Transit Trains/Subways/Community shuttles & Jitneys
Paratransit	Demand Response (e.g., ADA transit, Dial-A-Ride transit)
Private Transit:	Taxis, Limousines, Chauffeur services
Specialized Transit:	Hospital based transit programs, Senior program transit (Adult Day Care, Nutrition Site), Interfaith & church-based programs. Volunteer service programs (Red Cross, Am. Cancer Society), Volunteer transportation programs (PasRide, T.R.I.P.)
Other Options:	Low speed vehicles, Bicycles, Walking

Figure 1: A template of transportation alternatives for seniors developed by the Beverly Foundation.

### Senior Driver Safety

Recognition of the availability of transportation alternatives and a better understanding of their appropriateness to seniors could have a significant impact on traffic safety by reducing the pressure on older drivers to continue driving despite the onset of age-related functional disabilities that compromise their driving safety. The alarming increases in fatalities among drivers in this age group (figure 1) raises this issue to one of pressing social importance.(3)

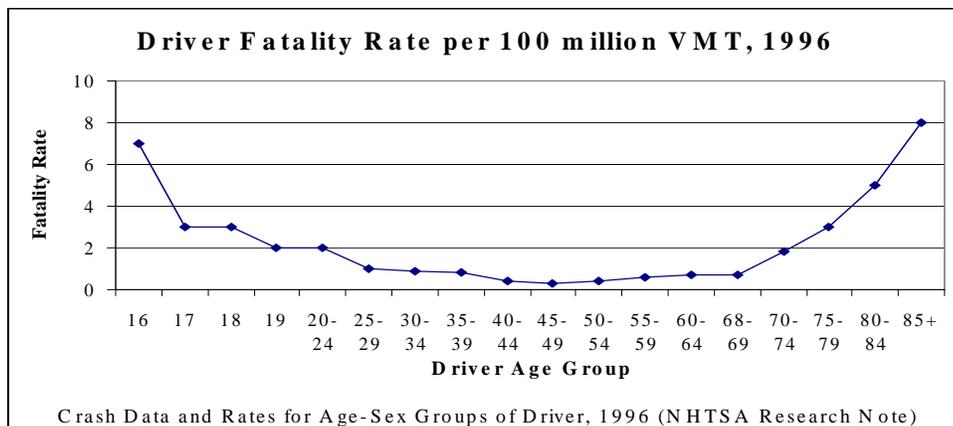


Figure 2: Deaths in passenger vehicles per 100,000 population

The National Highway Traffic Safety Administration found that from 1987 to 1997, fatalities among male drivers aged 70 and older increased 44%; among female drivers the increase was even greater: 75%. Many of these deaths can be traced to the unwillingness of at-risk drivers to accept alternatives to driving. Many others, however, can be traced to the scarcity or absence of alternatives.(4)

### Giving Up The Keys

It is an acknowledged fact that seniors, like most Americans, view the automobile as the key to freedom, independence and even dignity. The possibility of not being able to drive is anticipated with fear and trepidation for numerous reasons, several of which have been articulated by seniors and caregivers participating in focus groups on transportation.(6)

*"I have macular degeneration and I am worried about what will happen to me when I can no longer drive."*

*"If I didn't drive, I would miss living."*

*"Crippled, blind, deaf, whatever, I will always drive."*

“No one wants to lose their freedom.”  
 “I don’t want to be dependent on people all the time.”  
 “I have outlived my friends. I used to provide rides to them.”  
 “Asking for a ride feels like an imposition.”  
 “My parents are too proud to use public transportation.”  
 “Giving up my keys is the most terrible thing that has ever happened to me.”

Professionals in aging, and older adults and their families know that to keep driving as long as possible, seniors limit their driving (figure 3) to the daytime and their neighborhood, and consequently in the words of one senior, “limit their life.” Having to limit one’s driving or stop driving altogether is generally a traumatic experience for older adults, especially men. (7)

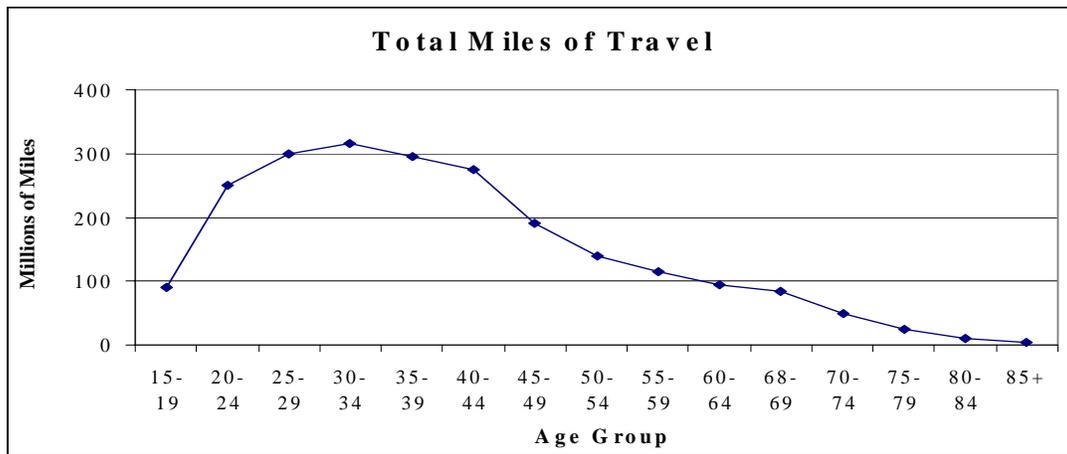


Figure 3: total miles of travel by age group

While giving up the keys can be a traumatic experience, those in the fastest growing segment of the older population, the 85+ age group, are faced with a very real probability of living several years beyond when they are able to drive the car. A recent study of driving expectancy, published in the American Journal of Public Health, reported a significant difference in life expectancy and driving expectancy for both men and women. (8)

<u>Men and Women Age 70-74</u>					
	Life Expectancy	-	Driving Expectancy	=	Years Not Driving
Men	18 years	-	11 years	=	7 years
Women	21 years	-	11 years	=	10 years

Figure 4: Driving expectancy versus life expectancy for men and women age 70-74

The example above (figure 4) suggests that men and women age 70-74 can expect to continue to drive for several years. However, it also suggests that many people who reach age 85 can expect to live a number of years when they will be transportation dependent because they can no longer drive.

The traditional response to the problem of what might be called “senior transportation dependency” has been that “family members will take you where you need to go”. Unfortunately, in our mobile and dispersed society, family members may not be available, able, or willing to serve as the primary transportation service for an older member of the family. The reality is that it can be difficult, if not impossible, for seniors who no longer drive, to get where they need to go. This is one of the reasons

that transportation increasingly is identified as one of the major problems and top priorities of organizations that work with seniors. It also is one of the reasons policy makers and professionals in aging and transportation are beginning to discover that older adults who no longer drive often are dependent on transportation options that are neither available nor senior friendly.

### **Defining “Senior Friendly” Transportation**

Seniors who no longer drive have many community transportation options from which to choose: public transit, paratransit, health and social service transit, activity programs transit, and sometimes even taxi and driver services. While some people might think that older adults do not use these options because they do not want to or because they are inconvenient, it is a much more serious problem.

While many communities work hard to make public and paratransit available to seniors, *availability* does not necessarily assure that the transportation needs of seniors will be met. Why? Because seniors who do not drive, frequently cannot walk to a bus stop, cannot get into a van, cannot get to a physician’s office without an escort, or cannot afford a taxi. In other words, special equipment, individualized services, and specialized driver training may not address the real needs of seniors. Comments from seniors and caregivers participating in the focus groups mentioned above, highlight the physical as well as the personal aspects of the problem.

*“I have lots of problems carrying loads when I use public transportation.”*

*“There is no close public transportation and I have to walk several blocks and need to take lots of transfers.”*

*“I am concerned about security on public transportation.”*

*“Bus drivers have no compassion, especially for seniors.”*

*“I couldn't step up on the bus. I would have to crawl.”*

*“You have to wait for them on the street, otherwise they take off.”*

*“I want to go places for recreation, but don't find it easy at night.”*

*“I have a knee problem and the van doesn't pull up to the door.”*

*“It's difficult to use public transportation because it comes too early or too late.”*

*“You have to be gone 3 hours for a 10 minute drive.”*

*“Public transportation does not allow you to do the fun things. Having fun is extremely important. It is therapeutic.”*

*“It's not just availability...”*

Many people in the 65+ age group who use transportation alternatives have faced similar problems. Such problems are especially relevant to the more than 4 million older Americans in the 85+ age group, often referred to as the “old old”. They are more likely than the “young old” to be at risk for disability and chronic conditions and have a greater need for medical care, rehabilitation, social services, and physical support. It is important to remember that the same disabling conditions that made it difficult or impossible for seniors to drive can make it difficult or impossible for them to access public and paratransit options.

What can make transportation more “senior friendly”? Rather than placing emphasis on a single factor such as availability, seniors, caregivers, and professionals in aging say that transportation also needs to be accessible, acceptable, adaptable, and affordable. These factors have been identified as criteria for “the 5 A’s of senior friendly transportation”. (figure 5) illustrated below. (9)

### **THE 5 A'S OF SENIOR FRIENDLY TRANSPORTATION\***

<b>Availability:</b>	Transportation exists and is available when needed (e.g., transportation is at hand, evenings and/or weekends).
<b>Accessibility:</b>	Transportation can be reached and used (e.g., bus stairs can be negotiated; seats are high enough; bus stop is reachable).
<b>Acceptability:</b>	Deals with standards relating to conditions such as cleanliness (e.g., the bus is not dirty); safety (e.g., bus stops are in safe areas); and user-friendliness (e.g., transit operators are courteous and helpful).
<b>Affordability:</b>	Deals with costs (e.g., fees are affordable, fees are comparable to or less than driving a car; vouchers/coupons help defray out-of-pocket expenses).
<b>Adaptability:</b>	Transportation can be modified or adjusted to meet special needs (e.g., wheelchair can be accommodated; trip chaining is possible).

Figure 5: The 5 A's of senior friendly transportation were developed by the Beverly Foundation in 2000.

Those working in transportation and aging need to know if the options that are available actually meet the special needs of older adults, especially the “old old”. These older adults often need special care and support in getting to the essentials in life such as medical care, social services and food shopping. At the same time, there is a growing recognition that there is more to life than going to the doctor or the pharmacy. Getting to the non essentials such as the education program, the volunteer activity or the hairdresser can be just as important and also can require special care and support. However, it is not a quantity versus a quality of life argument, for both are important.

#### **Options for Community Action**

Policy, structure and process can make it difficult if not impossible for traditional transportation services to be what might be considered “senior friendly”. Seniors often complain that the travel provided by these services is point-to-point rather than flex route or need-oriented. They say they have difficulty walking to the bus stop or even the curb to access public and paratransit. They believe the need for advance scheduling and long waits can be humiliating, especially when they have lived for 70 or 80 years with the independence of driving their own cars. They are embarrassed when drivers are insensitive to their needs. They may not be able to travel when they have physical limitations that necessitate a transportation escort to assist them.

Today, as urban and rural communities explore ways to help seniors access transportation, they generally have three options for action: (1) modify or adapt existing options; (2) create new options; or (3) do nothing. (figure 6). (10) For purposes of this paper, we will dispense with the “do nothing” option. The dilemma they face is illustrated below.

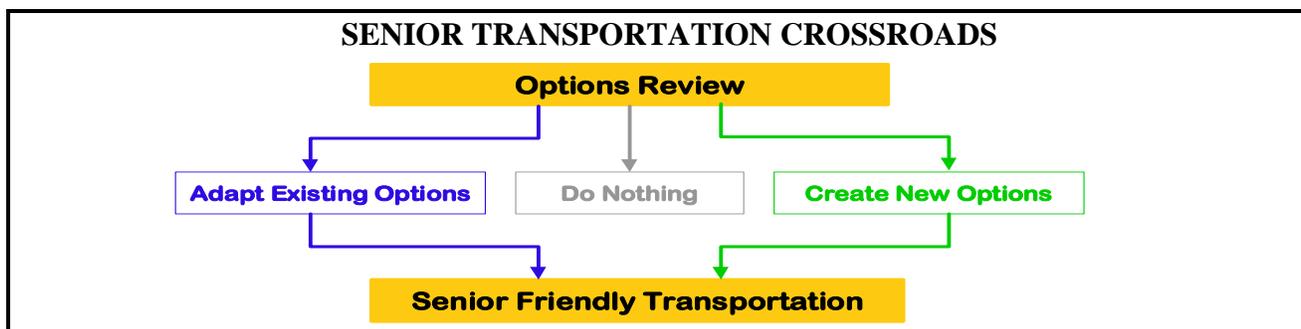


Figure 6: Senior Transportation Crossroads developed by the Beverly Foundation in 2002

Adapting or Modifying Options. There are numerous ways that public and paratransit systems can adapt existing transportation equipment and programs to meet the “senior friendly” needs of older adults. Several examples of physical and social adaptations that can be made are provided below.

- purchase equipment such as low floor busses and busses that kneel
- alter or modifying routes
- change pick-up and delivery locations
- link with volunteer groups to provide transportation escorts
- offer driver “senior sensitivity” training
- provide financial incentives
- provide door-to-door (in addition to curb-to-curb) service
- provide “quality of life” in addition to “quantity of life” rides
- develop a travel training program
- offer same day reservations, 24-hour service, and shortened wait times
- initiate a senior mobility management program

Unfortunately, not all communities are willing or able to make such adjustments and expenditures, and even when they do, older adults may still face problems related to transportation dependency. One reason is that in many instances such adaptations do not make the vehicle or the program more “senior friendly”.

Creating New Options. The focus group project (mentioned earlier) and the STAR Search effort (both of which were undertaken within the Beverly Foundation and AAFTS partnership) identified numerous specialized transportation solutions for seniors that have been developed by grass roots groups, senior organizations and even transportation providers. As a group, they include a wide range of organizational and service features.

- Some are organized by government agencies, while others are organized by interfaith and church groups, senior service and health providers, or transportation providers.
- Some have budgets in the million dollar range while other have no budgeted expenses.
- Some have a large staff while others operate solely with volunteer support.
- Some provide service in urban areas, others in rural areas, and still others in mix of areas.
- Some provide transportation just for seniors, others serve a more varied clientele.
- Some have paid drivers, others use volunteer drivers, and still others have both.
- Some reimburse volunteer drivers for mileage, others do not.
- Some provide rides for specific needs, while others provide rides for any purpose.
- Some provide transportation escorts, others did not.
- Some transport single riders, others offer only ride-sharing.
- Some use passenger vehicles only, others use a mixed fleet of vehicles.
- Some provide thousands of rides each year, others provide hundreds of rides.
- Some pay close attention to risk management issues, others do not.
- Some require no fees, others are fee-based, still others receive tax and/or grant support.

The list suggests numerous “solutions” to access problems of seniors: ride sharing, quantity and quality of life rides, escorts, flexible schedules and limited fees. However, it also suggests a variety of innovations in service delivery: transportation delivery by non-traditional organizations, the use of volunteers, the use of passenger vehicles, mileage reimbursement for volunteer drivers, and flexible scheduling. Such innovations can and often do have a direct impact on the capital and administrative cost for transportation service delivery.

**High Cost/High Maintenance vs A Low Cost/Low Maintenance Solution**

As a result of the annual STAR Search survey of senior transportation programs, close to 400 options have been identified, indexed and profiled; program reviews and case studies have been developed; and “STAR Awards for Excellence” have been given. The programs are called Supplemental Transportation Programs for seniors (STPs). A publication of that same name was prepared by the Beverly Foundation/AAAFST partnership in 2001. (11)

The fact that STPs provide rides and supplement transportation is important. However, what sets them apart from most other transportation programs is the fact that they tend to reach what might be called a hidden population of older adults (the 85+ age group) who have special mobility needs. STPs are organized to meet those needs through trip chaining, transportation escorts, door-through-door service, and numerous other methods of personal support. Current data relevant to how they are organized, what they do, who they serve, and the mechanics of how they provide transportation can be found in the Snapshot of STPs and the publication mentioned above.

What the STPs data has demonstrated is that while many STPs are large and costly to undertake and operate (high cost/high maintenance) the majority are relatively small and fairly inexpensive (low cost/low maintenance). The high cost/high maintenance STPs tend to serve many groups of riders, purchase vehicles and hire paid drivers. Their approach generally requires that they not only incur capital costs, but also incur on-going costs for vehicles, maintenance, staffing and related infrastructure.

It appears that STPs practice what might be called a low cost/low maintenance approach to senior transportation service delivery. These STPs are voluntary in nature, have limited budgets, and depend on volunteers for many operations, especially driving. How do they do it? They eliminate many traditional transportation service costs and maintenance requirements by focusing on a target audience, “hiring” volunteer drivers, and using “volunteer” vehicles that are provided by drivers. Thus, they eliminate requirements for capital expenditure, and are able to limit the number of paid staff and infrastructure requirements.

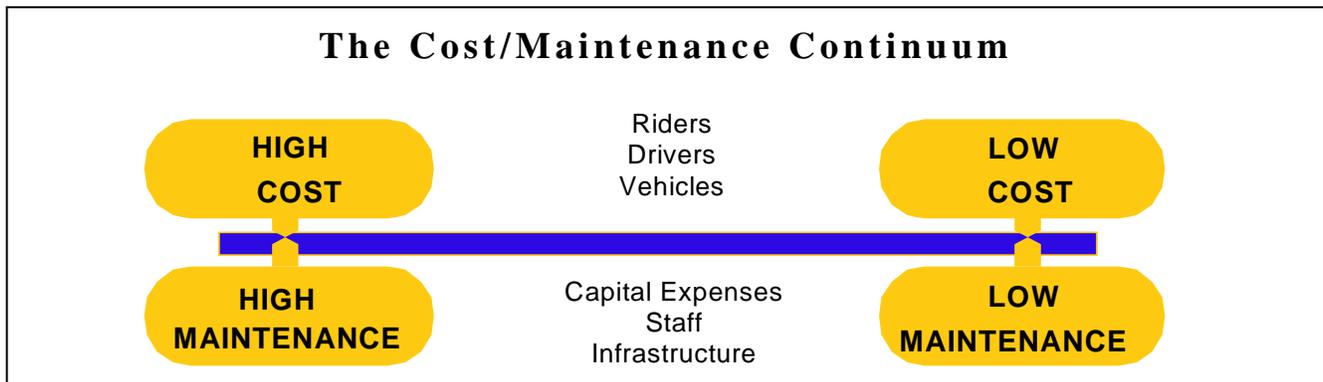


Figure 8: The STPs Cost/Maintenance Continuum developed by the Beverly Foundation 2002

According to the cost/maintenance continuum, the engine that drives the costs and maintenance requirements of an STPs include the riders and ridership levels, drivers and vehicles which in turn determine size and type of fleet, capital costs, staff and administrative requirements and on-going budgets. In reality, the position of an STPs along the continuum will be determined in large part by whether capital and recurrent costs are incurred for the purchase and maintenance of vehicle(s) and for the support of staff. For example, the purchase of a van or fleet of vans, the hiring of paid staff to recruit, to train drivers, to drive, to recruit riders and schedule rides will result in a program at the high cost/high maintenance end of the continuum. Conversely, the use of volunteer vehicles, the incorporation of volunteer drivers and staff for many of the program activities will result in a program at the low cost/low maintenance end of the continuum.

### Encouraging Low Cost/Low Maintenance Initiatives

In order to promote low cost/low maintenance approaches to senior transportation service delivery, STPs Mobilizer Project undertook the development and implementation of an STPs Pilot in Pasadena, California. The pilot, called PasRide, had the purpose of developing a transportation program that not only could provide rides for seniors in Pasadena, but also could be a model for the country.

PasRide was organized as a consumer driven “volunteer friends” transportation service. Its design was not only “senior friendly” but was low cost/low maintenance in start up and operation. The illustration below suggests the basic organization and delivery process: service agencies recruit riders; riders recruit their own volunteer drivers (who can include friends, neighbors or church members); drivers provide rides in their own vehicles; (and are required to maintain their own liability insurance); travel reimbursement is provided by the administrative and financial sponsor to the rider (who, in turn, gives the reimbursement to their driver). The PasRide process model (figure 9) is illustrated below. (14)

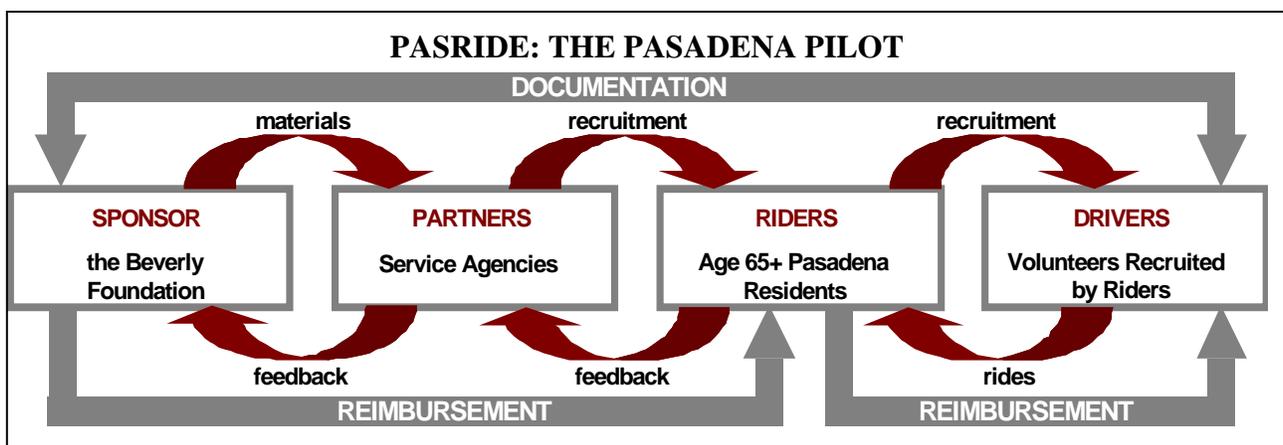


Figure 9: The PasRide Model was developed by the Beverly Foundation, 2002

The 1-year PasRide pilot effort has been completed, and it is now housed in a permanent administrative home. The results indicate that it more than met its low cost/ low maintenance expectations. It reached its goal of providing quantity and quality of life rides to 25 riders and involving 25 drivers. (It should be noted that PasRide was planned for a maximum of 25 riders and 25 drivers). It demonstrated the ability to organize and implement an STPs without hiring new staff, incurring capital costs, expanding infrastructure, purchasing new equipment, or experiencing major budget increases. In fact, an underlying assumption in the design of PasRide was that it would not require adding administrative staff. The Pilot also demonstrated the ability to deliver service to riders who recruit their own drivers who in turn use their own vehicles and provide their own insurance. And

finally, an additional indicator that the pilot demonstrated a low cost/low maintenance approach was that it functioned on annual budget of less than \$15,000 and a per trip cost of approximately \$2.50.

Certainly this is not the only low cost/low maintenance approach to providing senior transportation. There are many worth consideration. However, the PasRide “volunteer friends” model is a viable option that can be considered by communities that want to develop a stand alone transportation program, by service organizations that want to develop a supportive transportation service, or by transportation delivery systems that want to supplement existing services. Its successful demonstration combined with a comprehensive set of “how to” materials that can minimize time and financial costs for start up, will make adaptation possible in almost any community.

### **Conclusion**

Today, with our public policy focused on enabling seniors to stay in their homes as long as possible, transportation is increasingly identified as one of the major problems and service needs of seniors. While transportation often is seen as the domain of the public and paratransit systems, the emergence of community-based volunteer options identified in the STAR Search surveys indicates that senior transportation also is the domain of community groups, clubs, senior centers’ meals programs and private providers.

These organizations and groups and the communities in which they reside know that the government cannot do everything, and are taking on the agenda of senior transportation in very innovative ways. In doing so they are addressing the problems that make it difficult for older adults to access transportation. They are helping older adults get to the essentials as well as enjoy quality of life experiences. They are creating programs that can become part of the tapestry of transportation and senior service programs in both urban and rural communities.

In the coming years, as their populations age and they face increased demands on the allocation of transportation and service dollars, more communities will be experimenting with innovative ways to meet the transportation dependency needs of seniors. Undoubtedly these experiments will consider the “senior friendliness” of the options and ways that existing options can be adapted or new ones created so as to enhance the quality as well as the quantity of life of America’s older adults. There is no question that the low cost/low maintenance approach exemplified in the PasRide pilot will make a significant contribution to these experiments and to the future of senior transportation.

### **References**

- (1) U.S. Department of Commerce, Bureau of the Census. “Population Projections of the United States by Age, Sex, Race, and Hispanic Origin: 1995 to 2050”. *Current Population Reports*, Series P-25-1130, 1996.
- (2) Federal Highway Administration, Highway Safety 2000, Washington, D.C., 2000.
- (3) NHTSA, <http://www-nrd.nhtsa.dot.gov/pdf/nrd-50/ciren/2001/1201nhtsa.pdf>
- (4) Data presented by John Eberhard and Donald Trilling in a slide presentation titled *Safe Mobility for Life* prepared for National Agenda on Transportation in an Aging Society, 1999.
- (5) Beverly Foundation, *Template of Senior Transportation Options*, 2002.

- (6) Beverly Foundation, *Transportation in an Aging Society Focus Group Project*, Helen Kerschner and Rhonda Aizenberg, 2 volumes, November 1999. Focus groups were undertaken in three states as part of the development of the National Agenda on Transportation in an Aging Society, National Highway Traffic Safety Administration, Washington, D.C.
- (7) National Highway Traffic Safety Administration. *Addressing the Safety Issues Related to Younger and Older Drivers*, 1993.
- (8) Foley et. al. "Driving Life Expectancy of Persons Aged 70 Years and Older in the United States. Economic Research Service". *American Journal of Public Health*, vol 92, No. 8 pp. 1284- 1289. August, 2002.
- (9) Beverly Foundation, *Transportation in an Aging Society Focus Group Project*, Helen Kerschner and Rhonda Aizenberg, 2 volumes, November 1999. Also, *Senior Mobility Snapshots: The Five A's of Senior Transportation*, December 2002. The 5 A's were an outgrowth of focus group and survey research undertaken by the Beverly Foundation in preparation for the Department of Transportation's National Agenda on Transportation in an Aging Society. The effort included 22 focus groups in three states (Florida, Michigan, and California) and a subsequent national survey, 1999-2001.
- (10) Kerschner, Helen, "The Senior Transportation Crossroads," *Generations*, upcoming, 2003.
- (11) Beverly Foundation, *Supplemental Transportation Programs for Seniors*, Helen Kerschner and Rhonda Aizenberg, June 2001. This report includes data on 237 senior transportation options in the United. Eleven profiles, program reviews, and program case studies also are included. The study was a partnership between the Beverly Foundation of Pasadena, California and the AAA Foundation for Traffic Safety in Washington, DC. 2001
- (12) While the acronym is new, support for such programs has been with us for some time. In the 1980s, the US Administration on Aging (AoA) became involved through its National Eldercare Institute and provided financial resources for the start-up of several programs. Today, AoA is the repository of information from those early initiatives.
- (13) Helen Kerschner, *Rural Transportation and Aging: Problems and Solutions*. Developed in support of the AoA reauthorization, West Virginia University, Center on Aging, 2003.
- (14) Beverly Foundation, *STPs Mobilizer Newsletter*, Issue 1, December 2002.

---

**The Beverly Foundation**  
566 El Dorado Street, Suite 100  
Pasadena, CA 91101  
Tel (626) 792-2292; Fax (626) 792-6117  
[www.beverlyfoundation.org](http://www.beverlyfoundation.org)

**The STPs Mobilizer Project is a  
partnership initiative of the Beverly  
Foundation and the AAA Foundation for  
Traffic Safety**

**AAA Foundation for Traffic Safety**  
1440 New York Avenue NW, Suite 201  
Washington, DC 20005  
Tel (202) 638-5994; Fax (202) 638-5943  
<http://www.aafts.org>

# Appendix D





## **Appendix D Individual Stakeholder Interviews**

- Linda Lee, RN                      LiveHealthy Cobb
- Kathy Simpson                    CCT Accessibility Advisory Committee
- Bill Dunaway                    Mayor, City of Marietta
- Bill Brown                        AARP
- Bill Cooper                        Cobb Chamber of Commerce
- Cherie Newton                   CCT Advisory Committee
- David Schilling                 ARC, Transportation
- Maureen Kelly                 ARC, Area Agency on Aging, Sr Citizen Advisory Council
- Carolyn White                 ARC, Community Outreach
- Jim Ritchie                        GRTA
- Pam Breeden                    Cobb County Senior Services
- Kellie Bollman                 Cobb-Douglas Community Services Board
- Steve Kish                        Georgia DOT
- Kathryn Lawler                 ARC
- Katrina Wilder                 DHR
- Paulette Blake                 CCT Paratransit (Veolia)
- Rebecca Gutowsky            CCT
- Beth Stalvey                    ARC
- Gary Miller                        JFCS



# Appendix E



# Cobb County Senior Adult Transportation Study

## Task 3 Best Practices Review

### A. Travel Training Programs

Travel Training programs take on a variety of forms, from one-on-one training to group sessions, some of which include outings and others which are more orientation and discussion based. Five programs are highlighted here. Included in this review is the travel training program in Chatham County, Georgia, which ultimately was not a successful program. This is included to demonstrate how a lack of community involvement and dedicated resources, including staff and funding, can be detrimental to the overall effort.

#### 1. Lane Transit District – Bus Buddy Program

Eugene, Oregon	
Total Population (2003 Estimate)	142,185
Seniors as a percent of total population (2003)	13.9
Overall Population Density (2000)	70.9 Persons Per Square Mile

#### Program Organization

The Bus Buddy program is administered by Lane Transit District in cooperation with two local senior centers.

#### Program Description

The program provides a volunteer “Buddy” to ride with an interested senior to teach system navigation, trip planning, boarding/deboarding, fare payment, safety, and other topics identified by the Buddy while working with the senior.

Seniors requesting service are matched with a volunteer by senior center staff and they work out the details directly. Training is provided in a one-on-one setting. The Buddy meets with the senior to provide orientation training and to arrange a trip. The Buddy then rides with the senior, and they discuss the trip and determine if there are additional needs, issues or concerns that require further assistance.

#### Resources Required

The Bus Buddy program is managed through the marketing department of LTD. There is no formal budget and very little expense of the program. The cost of background checks is absorbed by the Human Resource department of LTD, and is approximately \$250 per person.

## Appendix E

Bus Buddies are volunteers who are registered through LTD after making formal application. They undergo screening by LTD staff and are subject to a background check. LTD staff conducts an interview where they go over the program and the expectations and then also conduct reference checks. If the person seems to be a good fit, they are added to the program. Once approved as a volunteer, they are provided training by LTD staff on the same topics that they will in turn use to train the seniors. There are currently 10 volunteers enrolled in the program.

### **Measures of Effectiveness**

Buddies follow up with the trained senior, as does senior center staff, after the training experience to identify additional needs and determine the level of confidence the senior has with using LTD. LTD staff also follows up with the senior center for program evaluation purposes. Programmatic problems that may arise are identified through this on-going interaction.

Volunteers fill out an informational card after the training experience indicating where they went, how the training went and indicating any concerns or additional training needs. If additional training is recommended, the senior center makes contact to see if the participant is interested. The participant is also provided a card to fill out with their perception of the training. Both of these cards are mailed to the program manager at LTD.

Approximately 30 people per year are provided training. One of the current volunteers is also very active in the senior center and has started to put together groups of seniors who may be transitioning from the private vehicle, through losing their license, or death of a family member that was their travel support. This has generated a request by the senior centers for quarterly group training.

### **Lessons Learned**

Specific problems that have been identified include the unavailability of a registered volunteer. When this occurs, LTD staff and senior center staff attempt to resolve the issue. If the issue cannot be resolved, the volunteer is removed from the approved list.

Pre-screening of the volunteers is important to the program, in particular conducting reference checks. Staff stresses to the volunteers that this is a training program, rather than a companion program, and that they should not wait with the individual through doctor's appointments, etc.

Appropriate screening of the participant is important, too, to the success of the program. The needs of some persons may be outside the scope of the program at which time the individual may be referred to another program. This most likely occurs when an

## Appendix E

individual has multiple disabilities or levels of cognitive disabilities. Also during this screening, personal preferences or difficulties may be identified that would alter the volunteer matching process (for example, a senior with a certain range of hearing loss may not be matched with a soft-spoken volunteer, etc.).

### 2. RideWise

Portland Oregon Tri-County Area	
Total Population (2005 Estimate)	
Clackamas County	368,470
Multnomah County	672,906
Washington County	499,794
Seniors as a percent of total population (2005)	
Clackamas County	11.1
Multnomah County	10.7
Washington County	8.9
Population Density (2000)	
Clackamas County	181.2 Persons Per Square Mile
Multnomah County	1420 Persons Per Square Mile
Washington County	613 Persons Per Square Mile

#### Program Organization

RideWise is provided by Ride Connections, a non-profit organization that provides an array of services including transportation service delivery and referral services.

#### Program Description

Ride Connections provides travel training for persons in the Portland area, which includes the counties of Multnomah, Clackamas, and Washington, who desire to use the array of local public transit services. Specifically, Ride Connection's RideWise program provides:

- Personal and group travel training with a trained Ride Connections staff person or volunteer using in-service vehicle,
- Help in choosing the mode of transportation that best fits the type of trip to be made,
- Support for agency professionals who travel train, including school and transition staff. These programs are eligible to receive free bus fare through RideWise,
- Personal and group orientation in boarding actual TriMet buses and MAX trains using vehicles not in service,

## Appendix E

- Follow-up support and training as needed,
- Trip planning and referral, and
- Individual training on all transportation systems in the region.

Individuals receive an average of 11 hours of training on the use of transit services. The amount of training provided is determined by the individual's needs, identified through an initial interview and during the training process. Individuals continue to receive training until they are 100% efficient in all necessary skills.

The focus of the program is on the people with disabilities and older adults. The biggest cost savings is working with the younger disabled population, and those that have not yet become regular users of paratransit services. The intent is to capture capable people before they begin to rely on the more expensive and less flexible paratransit programs.

Riders Clubs have recently been initiated. In this effort, a group of persons at a senior living facility gather for a pre-planned outing, to be accompanied by Ride Ambassador, a volunteer of the RideWise program. There are currently 3 Riders Clubs. The interest and planning is initiated either by facility staff (senior center or housing community) or by RideWise staff. The clubs gather at different frequencies, from once a month to weekly. The concept has been so successful that the groups are beginning to go without an ambassador.

### **Resources Required**

Ride Connections employs 3 FT staff in the administration and deployment of the RideWise program. These persons are responsible for call in-take, referral, and assignment of trainers to participants. Those persons whose needs are found during the initial interview to require greater levels of training assistance are assigned to the staff trainers. This can include those that have multiple trips and destinations and those with cognitive difficulties who need more assistance with trip planning, fare payment, and system familiarization.

The initial interview is conducted in-person, in order to better assess the individual's abilities. Additional insight can be gained by direct observation of the individual's home environment as well as their functionality in that environment, things that can easily be missed in a phone interview. In addition there are 3 other FT employees as well. There is 1 Program manager, 1 Service Specialist, and 1 Outreach Coordinator.

Additional training is provided by volunteers including transit advocates, transit resource specialists from the senior communities, and others recruited from a variety of places including the partner agencies.

Full-time trainers employed by Ride Connections are provided significant training that takes about 2 months to complete. This training is conducted by current staff through

## Appendix E

shadowing and also by assigning the person to work with an already trained senior passenger. Volunteer trainers receive six hours of training by Ride Connections staff.

Travel training staff is included as a part of the organization's overall budget. Background checks are approximated at \$40 per individual. The training cost per person has not been calculated.

Ride Connections provides general liability and worker's compensation insurance for staff trainers through their organizational coverage policy. Alternate coverage for volunteers is in place.

Participants or their legal guardians are required to sign a "Consent to Train and Liability Waiver".

### **Measures of Effectiveness**

The effectiveness of the program is evaluated through follow-up surveys conducted at the end of the training sessions and at 3 and 6 month intervals after initial training is provided. Information gathered through these surveys includes the individual's skill proficiency, frequency of use, and additional training required.

Individuals who have been using the paratransit service only receive RideWise training, which teaches them how to access additional transit options including fixed route buses, trains, and community shopper shuttles. As a result, transit providers are able to document the measurable decrease in the need for paratransit, a more expensive service, based on the number of rides requested.

Over the last year, Ride Connections staff referred 146 individuals, and offered either personalized trip planning or one-on-one travel training and 12 group travel trainings, serving 186 individuals.

### **Lessons Learned**

Successful training is dependent upon an accurate evaluation/assessment of each individual's needs.

The infrastructure of the program must be well thought-out and the ability to collect data in the appropriate form is crucial.

Taking digital photographs of all persons trained through the program has become standard procedure. An emergency protocol is in place that includes notification to law enforcement and transit operations and distribution of the person's photo, to assist in locating persons who may have become lost in the system. Ride Connections is

## Appendix E

frequently a resource for emergency contacts in the event of a problem with a registered rider, as they maintain a comprehensive database of pertinent information.

### 3. Palm Tran – Travel Training

Palm Beach County, Florida	
Total Population (2005)	1,268,548
Seniors as a percent of total population (2005)	21.4
Overall Population Density (2000)	573 Persons Per Square Mile

#### **Program Organization**

The program is provided through the Public Relations Department of the transit agency. Training is conducted by the staff of the Public Relations department as a part of their overall job.

#### **Program Description**

Through the travel training program, group training is provided at senior centers, adult communities and other locations that request the training. The training consists of a presentation which addresses system navigation, trip planning, boarding/deboarding, fare payment, safety, and other topics identified by the group. After the presentation, the group boards a bus and takes a trip, where they get to practice the information they have just learned.

Presentations are also provided to center directors or staff who can provide further assistance in a one-on-one setting as necessary.

#### **Resources Required**

The program is incorporated into the overall budget of the PR department. There are two staff members providing the training, who are covered by the agency's general liability and worker's compensation insurance.

#### **Measures of Effectiveness**

The PR department sends out informational flyers to market the program and considers requests for initial and repeated speaking engagements as measures of its success.

The program holds about 12 group orientations a year. For each orientation, they attempt to have 10-15 participants.

#### **Lessons Learned**

## Appendix E

The hands-on approach, in terms of having the group board and ride the bus, handle fares and use the farebox is extremely important to overcoming some of the fears associated with using public transit for the first time.

### 4. Special Transit - Easy Rider Program

Boulder Colorado

Total Population (2005 Estimate)	280,440
Seniors as a Percent of Total (2005)	8.7
Overall Population Density (2000)	392.6 Persons per Square Mile

#### Program Organization

Special Transit is a private, non-profit organization located in Boulder, Colorado. Special Transit provides a number of different programs and services, including paratransit service, Family and Friends Mileage Reimbursement, the Easy Rider Travel Training Program, and information and referral on available community transportation options.

#### Program Description

The Easy Rider Program provides one-on-one travel training to teach older adults and people with disabilities how to safely and confidently use public transportation. Training techniques are adapted based on an individual's abilities and assist in overcoming any barriers to riding the bus. An initial assessment is conducted to determine an individual's existing travel skills and the one-on-one training is adapted to meet their needs. The program also provides re-training for graduates of one-on one travel training who may need to update travel skills.

In addition to one-on-one training, a presentation entitled "Seniors on the Move" is offered to senior groups at independent living centers and senior centers. This is a two-day training session consisting of 2 hours of classroom training and a group outing on the following day.

Recently the concept of "Transit Ambassadors" was initiated. A Transit Ambassador is a senior volunteer familiar with using transit who either attends senior center activities or resides at the independent living facility, and, for a free bus pass, offers guidance for individual and group outings.

#### Resources Required

There is one full-time year-round employee who manages the program and provides training. There is one additional 8-month employee who provides training and assistance during the warmer months.

## Appendix E

Staff is covered by the non-profit's general liability and worker's compensation insurance. Program participants are required to sign to release waivers, one that agrees to hold the trainer harmless and the other a acknowledgement of health care coverage (even if it's Medicare).

The department's budget is \$108,000; however, roughly 30% of this is allocated to the activities of other departments within Special Transit, including the Development Department, whose function is to secure funding for the program, and the Marketing Department. The Rose Foundation is the major contributor to the travel training program.

### **Measures of Effectiveness**

Follow-up surveys are conducted by phone. Significant data is collected for regular reporting purposes, including trainee demographics, type of training and number of hours provided, trip purpose, source of referral, frequency of use and travel patterns, and personal opinions about the training and its importance.

In 2006, there were 56 individual trainings and 112 persons attending the group trainings. For these purposes, persons who attended only one day of the group orientation are not counted in the total.

### **Lessons Learned**

Individual training is far more successful than the group training; however the group training is effective for orientation purposes. Approximately 42% of those who attend the group training do go on to use transit independently.

## **5. Chatham Area Transit – Travel Training**

Chatham County, Georgia	
Total Population (2005 Estimate)	238,410
Seniors as a Percent of Total (2005)	12.6
Overall Population Density (2000)	529.8 Persons per Square Mile

### **Program Organization**

Travel Training had been provided by the Community Outreach Coordinator of the transit authority.

## Appendix E

### **Program Description**

The travel training program was instituted to aid passengers in making the transition from Teleride (paratransit) to fixed-route service. Travel training served to help overcome physical barriers and teach people to ride the bus. The “selling point” of the travel training program was that it was a *free* program open to the elderly, people with disabilities and the general public. A heavy reliance on paratransit services by the target population and their supporting agencies was a barrier to implementation.

The program was designed to provide one-on-one training over a three-day period that included an initial assessment and orientation session, a live trip with the assistance of the trainer and a final shadowing session where the trainee navigates the system independently under the supervision of the trainer.

### **Resources Required**

The program had one non-dedicated staff person to coordinate and conduct the training. Additional resources necessary included a bus and an operator, depending on the type of trip during which training was to be provided. There was no formal budget for the program.

### **Measures of Effectiveness**

The number of successfully trained persons as well as their choice to use fixed route service rather than the paratransit service were the measures intended to show program effectiveness.

### **Lessons Learned**

Due to a lack of interest, community involvement and support, and dedication of resources and staff to the program, the travel training program was discontinued as of January 2007. The paratransit service carries a large number of agency clients and is possibly so established that attempts to sway passengers to the fixed route program are hampered simply by the level of comfort.

### ***How could these lessons and programs be applicable to Cobb County:***

1. Sponsoring agency-- Cobb DOT, CSS, Other? Non-profit? Faith based?
2. Are there existing trainers in Cobb, at CCT, who could be utilized?
3. Who would be the most appropriate trainers- agency staff? Volunteers? Seniors?
4. If volunteers, administrative requirement for background checks
5. Program would require marketing, promotion

Benefits: enhanced access to transportation, more flexibility and mobility for seniors

Costs: marketing, promotion, training, administrative functions

## Appendix E

Questions: Liability for sponsoring agency

Measures of effectiveness: number of individuals trained, follow-up on use of public transportation system by those who have been trained.

### **B. Taxi Subsidy Programs**

#### **1. Fairfax County Seniors on the Go!**

Fairfax County, VA	
Total Population (2005 Estimate)	1,006,529
Seniors as a percent of total population (2005)	8.8
Overall Population Density (2000)	2455 Persons Per Square Mile

#### **Program Organization**

Seniors on the Go! is administered by the Fairfax County Department of Transportation.

#### **Program Description**

Seniors On-The-Go! is a transportation program that helps moderate-income seniors. Eligible seniors travel by taxicab affordably, safely and independently with the purchase of discounted taxi fare.

Participants must meet all of the following requirements:

- Be 65 years of age or older.
- Be a Fairfax County or the City of Fairfax resident.
- Have an annual income of \$40,000 or less for an individual or \$50,000 or less for married couples.

Eligible seniors may purchase up to sixteen (16) coupon books at \$10 per book within a 12-month period. Each coupon book contains \$30 worth of coupons, or 10 coupons valued at \$3 each. Couples who are joint applicants may purchase a total of 32 books during a 12-month period.

Seniors contact the taxi provider directly to arrange transportation and pay them with any combination of coupons and/or cash.

#### **Resources Required**

There are two full-time staff whose time is allocated between this program and the travel training program. The overall program budget of \$500,000 has not been increased since the inception of the program in 2001. Approximately two-thirds to three-quarters of this

## Appendix E

amount is used to subsidize the cost of the taxi coupons. There are three taxi companies that participate. Taxi companies are reimbursed for the face value of the coupon.

### **Measures of Effectiveness**

Only one formal evaluation of the program has been conducted. Effectiveness is generally measured by how rapidly the taxi coupons are used and by customer feedback in the form of compliments or complaints.

### **Lessons Learned**

Staff stresses to users to take advantage of all transportation options rather than to rely on one single source, such as the taxi program. This creates opportunities to market the other services available in the county and serves to reduce the likelihood that seniors will overuse the program and be left without options toward the end of the year.

## **2. DuPage County IL Pilot II**

DuPage County, IL	
Total Population (2005 Estimate)	929,113
Seniors as a percent of total population (2005)	10.2
Population Density (2000)	2707 persons per square mile

### **Program Organization**

The program is sponsored by the Dupage County Department of Human Services and administered by the individual participating cities, townships, villages and human service agencies.

### **Program Description**

DuPage County, IL, initiated a subsidized taxi service as a pilot program in 1998. The program is primarily aimed at older adults and persons with disabilities, although sponsoring agencies have been able to offer subsidies to many other DuPage residents as well. Participation is available through sponsoring cities, villages, townships and human service agencies. The program is detailed on the Federal Transit Administration's United We Ride Useful Practices web page.

Persons must be registered through a sponsor and can then purchase coupons worth \$5 toward the taxi fare. Program participants may ride together and share their coupons for payment. Travel is possible 24 hours a day, 365 days a year, anywhere in the county, and lift-equipped vehicles are available.

## Appendix E

### Resources Required

The service, initially using one taxi company, currently uses nine. The program provides about 35,000 trips per year and involves expenditures of approximately \$310,000 for transportation service. Administration of the program requires the equivalent of one county employee (one FTE).

### Measures of Effectiveness

The initial program was expanded to add human service agency clients and others in need of transportation through additional coordination of funding and resources.

### Lessons Learned

Coordination of resources has been effective as has been delegating the direct administration of the program to each participating town or city. Town meeting minutes indicate issues surrounding service quality and a lack of control with respect to the cab companies, however, their involvement has continued.

### 3. Village of Schaumburg, IL - Taxi Program

Schaumburg, IL (2003 Estimate)	74,342
Seniors as a percent of total population (2000)	9.5
Overall Population Density (2000)	3967 Persons Per Square Mile

### Program Organization

The Village of Schaumburg administers a taxi subsidy program for seniors and persons with disabilities. Age and/or proof of disability are the only requirements to accessing the program.

### Program Description

Participants are registered through the village offices and are provided taxi vouchers. The value of the voucher depends on the nature of the trip – general purpose trips \$2.70, medical or medical related (including pharmacy visits or visits to others in medical facilities) \$5.00. Passengers are responsible for the remainder of the total taxi fare.

Taxi operators are reimbursed the face value plus 10% for each completed voucher submitted (the rider must fill out the voucher and give it to the driver).

### Resources Required

There are no dedicated staff for the program, however there are two primary persons who register users at the village offices. Outreach sessions are held at senior centers during

## Appendix E

which three staff persons attend to register participants. The overall program budget is approximately \$4,500, which is drawn from the village's general fund. There are four cab companies that participate.

### **Measures of Effectiveness**

The service registers about 100 participants a year who take 2,100 trips per year.

### **Lessons Learned**

The only problems encountered have been cases where a taxi driver is unaware of the program, but this happens infrequently. The program is simple to manage and requires little paperwork and tracking.

### *How could these lessons and programs be applicable to Cobb County?*

1. Who should be the sponsoring agency: Cobb County? CSS? Role of ARC?
2. Are there enough taxi providers who would be interested in participating?
3. What funds would be used to subsidize the program?
4. What is the appropriate user side fee for this program?
5. Would require marketing and promotion

Benefits: enhanced access to transportation, high degree of flexibility and mobility for seniors

Costs: marketing, promotion, subsidy fund for taxi companies, administration

Questions: what is the taxi market in Cobb County, impact of previous taxi program

Measures of effectiveness: number of trips provided

## **C. Volunteer Transportation Programs**

### **1. Senior Services, Volunteer Transportation**

King County, Washington

Total Population (2005 Estimate) 1,741,583

Seniors as a percent of total population (2005) 13.9

Overall Population Density (2000) 70.9 Persons Per Square Mile

### **Program Organization**

Senior Services is a non-profit organization that provides Volunteer Transportation. The transportation is funded through the local agency on aging, the Medicaid transportation broker, King County Metro, Washington State DOT and through grants and donations. Volunteer Transportation was formed in 1975 to help meet the transportation needs of King County seniors and their families.

## Appendix E

### **Program Description**

Volunteers provide transportation using their own vehicles for individual needs, and both volunteer and paid drivers provide service using vehicles purchased through WSDOT and King County Metro to senior meal sites. The volunteers provide a personalized, one-on-one transportation service. They drive seniors to and from appointments, waiting with them until they are ready to return home. The seniors appreciate the helping hand and moral support. There is no charge for Volunteer Transportation services.

Some volunteers are open to providing any transportation while others are selective as to where they will go and or whom they will transport. Some volunteers re registered, for instance, only to provide rides for certain individuals.

### **Resources Required**

There are 380 volunteers who use their own vehicles and 38 paid and volunteer drivers for other programs. There are three full-time schedulers who arrange the transportation services, a half-time coordinator and a half-time administrative assistant. Scheduling is done by hand as is all the follow-up documentation and processing of mileage reimbursements.

The non-profit's annual budget is \$1M, \$389,000 of which is allocated directly to the Volunteer Transportation program. \$42,000 was spent in mileage reimbursement. Volunteers are reimbursed at a rate of \$.35/mile.

### **Measures of Effectiveness**

In 2006, 25,378 one way trips were provided and 369,493 services miles were generated.

### **Lessons Learned**

Having stated expectations of the volunteers in terms of schedules, safety and their roles is key to the success of the program, although there needs to be flexibility when dealing with them as they are volunteering. Appropriate screening and training is required in order to effectively manage the risk in the program and to ensure the safety of the passengers.

Providing accurate information about trip information is critical, including date, time, location and client.

Marketing is most necessary as it applies to recruiting volunteers.

**2. Neighbor Ride, Howard County MD**

Howard County Maryland and surrounding area	
Total Population (2005 Estimate)	269,457
Seniors as a percent of total population (2005)	5.6%
Population Density (2000)	983.5 persons per square mile

**Program Organization**

Neighbor Ride is a private non-profit in the state of Maryland. They are funded through grants, donations and fees for service.

**Program Description**

Neighbor Ride is a volunteer transportation program available to seniors for transportation for their personal needs, health care appointments, social visits, business engagements, personal care appointments, attendance at community events, religious services and other day-to-day activities. Seniors must be pre-registered and must pay for their transportation in advance, either at the time of booking or through the use of a spending account. Passengers are requested to schedule their rides at least three days in advance. Service is available seven days a week, and is subject to volunteer availability. Fares are zone based and passengers are required to pay any tolls or parking fees at the time of service.

**Resources Required**

Neighbor Ride employs one half-time Director and one half-time Assistant. There are 110 volunteer drivers and an additional 30 volunteers who donate their time handling administrative tasks, including staffing the office, answering phones and taking ride requests.

Volunteers can request partial fuel reimbursement on a quarterly basis, which is often nominal.

**Measures of Effectiveness**

The program provides roughly 400 one-way trips per month, depending on weather conditions, etc.

**Lessons Learned**

Being flexible with the volunteers in terms of their schedules and demands on them is a key to the program's success.

## Appendix E

The need to rethink certain policies has recently been demonstrated due to weather related school closings. The program has always used the school system's policy, however, has realized that the policy may not be relevant to the senior transportation program.

Keeping with the original mission of the program to provide reliable and affordable transportation to the senior population, and not expanding or deviating from that mission has also helped to keep the program successful and intact.

Finally, keeping the program simple in terms of administration, access, and tracking of information and funds has been helpful. Passengers set up accounts in advance from which fares are drawn down when services are used. This keeps the transfers of money to a minimum and makes the reconciliation much easier.

### 3. TRIP (Transportation Reimbursement and Information Project)

Riverside County, California	
Total Population (2005 Estimate)	1,946,419
Seniors as a percent of total population (2005)	11.5%
Overall Population Density (2000)	214.4 Persons Per Square Mile

#### **Program Organization**

*TRIP* is an award-winning supplemental transportation program, operated throughout Riverside County, since 1993, by the nonprofit Partnership to Preserve Independent Living.

#### **Program Description**

Persons in need of transportation through this program are encouraged to seek out and recruit their own volunteer(s) who can assist them. The passenger and the volunteer are registered and make their own arrangements when service is required. The passenger submits a reimbursement request based on the mileage generated in the provision of the service, and is then responsible for making payment to the volunteer once having been reimbursed by the program. TRIP provides assistance and counseling to help the persons recruit volunteers. Approximately 85% of the participants have their own volunteer.

The overall design of the program is geared toward building an empowerment program, where people who may feel helpless and powerless are encouraged to be a part of the solution through their own efforts.

#### **Resources Required**

There are 750-1,000 volunteers on record at any given time. Staff to the program includes one full-time Executive Director, 2 half-time support staff and one half-time

## Appendix E

student staff. The program out-sources many functions to partner agencies, including the Area Agency on Aging that provides staff for Helplink, for telephone information and referral. Helplink also handles screening and referral of volunteers. The accounting function is also outsourced. The accounting function is large due to the reimbursement program.

The agency's cash budget is about \$500,000, and there is a large amount of in-kind contributions. The average cost per trip is \$4.92. Mileage is reimbursed at a rate of \$.32/mile.

### **Measures of Effectiveness**

In FY 2006, 82,406 one way trips were provided to 389 unique passengers, generating 988,193 miles. The true effectiveness of the program is found through the realization that the experience of being involved in their own destiny and regaining some control is often life changing in terms of the participants' emotional health and contributes to a more positive future.

### **Lessons Learned**

This program is far less of a transportation program than it is a human services program, because of the emotional impacts and the encouragement of participants to be involved. When this program is replicated elsewhere, success is guaranteed when there is a high level of enthusiasm for the human aspect. Failure is guaranteed if replicated simply as a transportation program, or as a business venture, where the necessary commitment to helping people may not exist.

### ***How could these lessons and programs be applicable to Cobb County?***

1. Who should be the sponsoring agency: Cobb County? CSS? Other non-profit? Faith Based organizations?
2. What would be liability issues?
3. Are there administrative functions that would need to be added to the sponsoring agency?
4. Would the volunteers be reimbursed? Would the program recipients pay a fare?
5. Would require marketing and promotion

Benefits: enhanced access to transportation, more flexibility and mobility for seniors, depending on the level of volunteers

Costs: marketing, promotion, subsidy fund for reimbursements, administration

Questions: Liability

Measures of effectiveness: number of trips provided

**D. Senior Transit Marketing**

To attract senior riders, transit agencies frequently provide reduced fares or free fares for seniors who use the regular fixed route services. Common denominators to the programs highlighted here are a grass-roots, face-to-face outreach effort and the ability to demonstrate the service in a hands-on environment. While not specifically highlighted, Long Beach Transit’s outreach program models that of Orange County, and the two agencies, which are both located in Southern California, frequently partner on excursions between the service areas. Lessons learned from that program include ensuring that the number of participants is manageable, and that partner agencies can and will handle much of the recruitment process when arranging a field trip.

**1. Orange County Transportation Authority Senior Marketing Program**

Orange County, CA	
Total Population (2005 Estimate)	2,988,072
Seniors as a percent of total population (2005)	10.6%
Overall Population Density (2000)	3607.5 Persons Per Square Mile

**Program Organization**

The Orange County Transportation Authority (OCTA) is a multi-modal transportation agency serving Orange County. Services provided include countywide bus and paratransit service, Metrolink commuter-rail service, toll facilities, freeway, street and road improvement projects, motorist aid services and taxi operation regulation.

OCTA provides several services aimed directly at the senior market, including the Senior Mobility Program (SMP) which funds local cities’ efforts to provide transportation services that fill the gap between local fixed route buses and ADA paratransit or ACCESS service.

OCTA also reaches out to the senior population through the Senior Marketing Program.

**Program Description**

The Senior Marketing Program includes presentations with an overview of OCTA's fixed route service, coach operator training and security to assure them the system is safe and convenient. Participants are also instructed on how to plan trips using the Bus Book, Customer Information Center and the online trip planner. The presentation also includes a brief field trip on an OCTA bus where participants receive demonstrations on various features such as the fare box, wheelchair ramp and stop request. Presentations are scheduled at senior centers throughout the county or at the request of a particular

## Appendix E

location. The schedule is posted and more detailed information distributed just prior to the presentation date.

The short trip provided is arranged much like a field trip, with a particular destination in mind and incentives for participation provided, including giveaways and discounts. Bus passes are often distributed for future travel to those who participate.

Recently OCTA has teamed with Long Beach Transit Authority to encourage travel between the two systems by demonstrating the simplicity as well as the range of destinations available.

### **Resources Required**

The program is provided through the Marketing and Community Outreach Department and all functions are handled in-house. There is one full-time outreach employee involved in the program, although that employee's time is also allocated to other outreach programs. Because of time constraints, the agency has worked with consulting firms to handle the other larger outreach programs, including those aimed at students, permitting the coordinator to dedicate her time to the senior programs. The coordinator also reaches out at Senior Fairs and Expos held throughout the County.

There is no dedicated budget for the program and expenses are limited to small cost giveaway items, passes and printed materials.

### **Measures of Effectiveness**

Passes distributed are coded as senior/disabled, providing a general idea of use. The passes are also numbered and can be tracked more specifically by the numerical sequence, however this is not frequently done. Effectiveness is generally measured by the level of participation at the scheduled events.

### **Lessons Learned**

Staff indicated that the presentation of transit as an *option* in addition to the seniors' other means, rather than as a *last resort* has a more positive connotation and is received more warmly.

Creating a fun "adventure" with the training trip helps to capture the interest of the seniors and get them more involved in the outing itself as well as in learning what else is available. Financial incentives at the destination, such as shopping discounts, encourage participation and make the trips more like an excursion.

Question and answer sessions provide opportunities to give out freebies and helps to keep the seniors' interest during the presentation.

## Appendix E

Staff stresses the angles of cost savings and a sense of freedom, which they have found to be motivating concepts.

### 2. North County Transit District (San Diego CA County) “Breeze Sprees”

Total Population (San Diego County 2005)	2,933,462
North County Service area	888,740
Seniors as a percent of total population (entire county 2005)	11.1%
Population Density (entire County 2000)	670 persons per square mile

#### **Program Organization**

The NCTD service area is located in the northwest corner of San Diego County. The service area includes the cities of Carlsbad, Del Mar, Encinitas, Escondido, Oceanside, Solana Beach, San Marcos and Vista, Camp Joseph H. Pendleton, the unincorporated communities of Fallbrook and Ramona and other unincorporated portions of northern San Diego County.

NCTD provides an array of transit services, including commuter rail service, fixed-route service, seasonal special service, general purpose demand-response service and ADA paratransit service.

The Breeze is the fixed route service provided in the North County area.

#### **Program Description**

Breeze Sprees is an annual marketing campaign aimed at senior citizens encouraging them to use fixed route services to meet their shopping needs. NCTD worked with local businesses to create an incentive program including discounts with proof of ridership and providing giveaway items. In kicking off the campaign, community outreach staff visited senior centers and created a competition between the main centers in the area. During the visits, travel training was provided and a day pass issued to those that attended. The center with the most participation in the travel training and that turned in the most validated day passes won a prize.

#### **Resources Required**

The budget for this campaign has been expanded for this year but remains minimal, at \$5,000. The budget covers the cost of the giveaways, written marketing materials and other nominal items. The campaign is carried out by PR staff and by a full-time travel trainer. This position was made full time after the first successful campaign and a formal travel training program put in place.

## Appendix E

### Measures of Effectiveness

During this campaign, the agency provided travel training and introduced more than 500 seniors to the service. The travel training program has been formalized and has had more than 240 participants, 180 of whom went on a customized day-trip to learn first hand how to navigate the bus and train system.

The agency received a great deal of publicity for this campaign and received an AdWheel Award from the American Public Transit Association. The agency has also developed a much better and ongoing relationship with the senior centers.

### Lessons Learned

Some previous retail sponsors whose contribution was more self serving will not be a part of future campaigns; rather the agency has opted to include the cost of those sponsorships in the budget.

The outreach effort has provided significant positive free press for the agency, including television and newspaper coverage.

Advertising dollars were better spent through print media as opposed to television and radio spots, and the grass roots concept has been effective in getting the senior centers involved and creating community support and enthusiasm.

### 3. Palm Tran - Seniors in Motion

Palm Beach County, Florida	
Total Population (2005)	1,268,548
Seniors as a percent of total population (2005)	21.4
Overall Population Density (2000)	573 Persons Per Square Mile

#### Program Organization

The program is provided through the Public Relations Department of the transit agency. Training is conducted by the staff of the Public Relations department as a part of their overall job.

#### Program Description

Through the Seniors in Motion program, Palm Tran staff provides specific outreach to seniors. With regard to outreach, the program provides staff with the opportunity to give presentations to senior centers and senior groups about the services provided and about their transit options. Some of the presentations are followed by travel training sessions,

## Appendix E

although the outreach is the more important task. The program provides for reduced fares for seniors between the ages of 65 and 84, and seniors 85+ ride for free once registered. When a new route was recently introduced in the northernmost part of the service area, senior centers were targeted for this outreach primarily as there had been no service in the area before and because there were several major shopping destinations along the route.

### **Resources Required**

The program is incorporated into the overall budget of the PR department. There are two staff members providing the outreach, who are covered by the agency's general liability and worker's compensation insurance.

### **Measures of Effectiveness**

Ridership by seniors on this new route was effectively captured.

### **Lessons Learned**

Community speaking engagements open the door for future communications and additional education, including travel training. Inundating the new service area with information by direct communication as well as targeting places where seniors spend their leisure time for placement of literature and service information helps to generate interest in all of the services available.

### ***How could these lessons and programs be applicable to Cobb County?***

1. Which services should be promoted and marketed? Would new services be added, or would existing programs be promoted as senior friendly
2. Could partnerships with local businesses be developed in joint promotions? Grocery stores, local shops, local educational institutions? Recreational activities?
3. Are there administrative functions that would need to be added to the provider of service?
4. Would require marketing and promotion

Benefits: enhanced access to transportation, more flexibility and mobility for seniors, depending on services and partners considered

Costs: marketing, promotion

Questions: Need to identify potential community partners

Measures of effectiveness: number of trips provided

# Appendix F





## **National Summit on Transportation Coordination**

On May 19-20, 2003, Community Transportation Association held a National Summit on Transportation Coordination entitled: *Coordination is a Verb*. This 2-day workshop focused on the identification of barriers to coordinated transportation as well as the development of recommendations to address those barriers outlined.

### **Participants in the Summit**

Participants in the Summit represented a diverse group of people from across the country. This group included representatives from the senior, rural, urban, medical, transit and disability communities as well as federal, state and local officials representing transportation and human services agencies.

### **Objectives of the Summit**

The overarching objective of the Summit was to create working groups to identify promising practices, participate in moderated discussions on coordination and barriers, and create solutions through developing a list of recommendations for federal agencies.

### **Recommendations Developed by the Summit**

Summit participants identified 5 major barriers to coordinated transportation prior to attending the Summit. Communication, Education, Turf, Funding and Regulations were presented to the working groups and prioritized these during the meeting in Philadelphia, PA. The following includes all of the recommendations identified during the course of the meeting.



## National Summit on Transportation Coordination

### **1. Recommendation: Create a stakeholders committee**

Establish a mission and an order to proceed to address insufficient funds, agency self-protection, inconsistent interpretation, uncommon and inconsistent measures, and the absence of cross-agency standards

#### **Responsible Party**

Stakeholders Committee

### **2. Recommendation: Document costs**

Address insufficient funds, agency self-protection uncommon and inconsistent measures and absence of cross-agency standards and Inconsistent interpretation

#### **Responsible Party**

Stakeholders Committee

### **3. Recommendation: Develop a system for documenting costs**

Create a "base line" document of how much money is spent on human services transportation. Be aware that coordination might not work initially and might not be cheaper. Be aware of unrealistic interpretations.

#### **Responsible Party**

Coordinating Council on Access and Mobility should implement then report back to the next CTAA meeting, and provide quarterly reports.

### **4. Recommendation: Educate providers, politicians and the public**

Collect baseline measurements and develop a marketing campaign. Make presentation to community leaders, politicians, and public. Make coordination a priority on the local, state and federal level.

#### **Responsible Party**

Community Transportation Association, National Consortium, and YOU

### **5. Recommendation: Increase the number of communities with Transit Advisory Communities that include HHS, DOL, DOT, funded consumers and other key stakeholders to develop a seamless transportation system and integrate transportation into broad goals**

#### **Responsible Party**

Local, state, and federal government



## National Summit on Transportation Coordination

### 6. Recommendation: Eliminate Funding Constraints

- Reduce 50% match need
- Include USDOT funds to be used as match for JARC funds
- Use contract services income as match like 5311 to 5307
- More money goes from curb to curb to door to door
- Use funding for capital for administration and operating
- Suggest using formula funding from rural/urban areas
- Advocate shared ride transportation for state funding
- Education of policy-makers on cost-benefit
- Non-DOT agencies to identify transportation spending
- Allow Local decisions on federal spending
- Allow capital funds as operating expenditures

#### Responsible Party

Decision-making board with users as representatives

### 7. Clarity from Federal Agencies (DOT, HHS, DOL, DOE)

Compile a state-by-state study to:

- Determine how different states are utilizing federal funds and which have restrictions
- Create One-Stop statewide center to disseminate and execute state coordination plan, which would be a clearinghouse and advocate for transportation program development

#### Responsible Party

- Federal funding center
- State transit associations, State RTAPs, State advocacy organization



# Appendix G





Sample  
**Mobility Manager – Job Description**

Job Title: Manager of Human Services Transportation Coordination

Hiring Salary Range: \$60,000 yr

**Job Summary:** Human services transportation coordination aims to improve transportation services for persons with disabilities, older adults and individuals with lower incomes by ensuring that communities coordinate transportation resources through multiple federal programs. This position will be responsible for Mobility Management which, under the Federal Transit Administration (FTA) definition: "consists of short-range planning, management activities and projects for improving coordination among public transportation and other transportation service providers with the intent of expanding the availability of services."

This position is FTA funded and is contingent upon continued future grant funding. Eligible activities for this position shall be limited and shall meet all program requirements identified in FTA program circulars.

**Duties:**

Develops and annually updates a "Locally Developed, Coordinated Public Transit-Human Services Transportation Plan" which identifies the transportation needs of individuals with disabilities, older adults and individuals with lower incomes; provides strategies for meeting those local needs and prioritizes transportation services for funding and implementation.

Promotes the enhancement and facilitation of access to transportation services, including the integration and coordination of services.

Supports state and local coordination planning and policy bodies such as regional partnering agencies and funding partners. Promotes the FTA initiative on the development of coordinated family of services.

Supports operational planning for the acquisition and implementation of ITS technologies to help plan and operate coordinated systems.

Develops enhanced strategies to implement FTA's required competitive project selection process.

Gathers and analyzes data to evaluate intermodal transportation service options for persons with disabilities, the elderly and others who are transportation disadvantaged to design the most efficient and cost effective option possible.

Promotes "United We Ride" efforts including activities related to the Job Access and Reverse Commute (JARC) Program, New Freedom Program (NFP), Elderly

Individuals and Individuals with Disabilities programs.

Develops and maintains the Mobility Action Council, a pro-active stakeholder group and coordinates public involvement activities.

Develops and manages JARC and NFP projects and budgets.

Develops strategies for seeking other funding sources and to leverage existing funding with non-FTA federal programs.

**Required Knowledge, Skills, and Abilities:**

Knowledge of the Americans with Disabilities Act (ADA) and its specific applications to public transportation.

Knowledge of the updated JARC (Section 5316), NFP (Section 5317) and Elderly Individuals and Individuals with Disabilities (Section 5310) programs.

Knowledge of the Coordinating Council on Access and Mobility (CCAM), United We Ride (UWR), Mobility Services for All Americans (MSAA) and other federal coordination initiatives with federal programs.

Knowledge of federal programs providing transportation funding for the targeted population.

Knowledge of the principles, procedures and strategies of coordinated human services transit-transportation planning and coordination strategies.

Knowledge of Federal Transit Administration (FTA) and Georgia Department of Transportation (FDOT) policies, procedures and practices.

Proficiency with spreadsheet, word processing, presentation, database and project management software.

Excellent interpersonal, written and verbal communication skills.

Ability to provide leadership and speak before public groups.

Ability to work independently and with others in an effective manner.

Ability to use a personal computer and other modern office equipment.

Ability to analyze data, define problems, identify potential solutions, develop implementation strategies and evaluate outcome.

Ability to prepare clear and concise oral and written reports.

Ability to read and understand transportation and program planning documents and standards.

Ability to work a flexible schedule that may include evenings and weekends.

Ability to establish and maintain effective working relationships with all levels of staff, community leaders, government representatives, and customers.

Ability to operate a motor vehicle; must possess and maintain a valid Georgia Driver's License.

**Physical Requirements:**

Extended periods sitting at a table, desk or workstation with use of a computer; normal visual acuity and field of vision; hearing, speaking and color perception; work involves periodic bending, stooping, reaching, standing and walking; requires dexterity in operating office machines and equipment; periodic need to carry items for short distances weighing up to 10 lbs. Periodic fieldwork in varying environments. Travel as necessary within or outside of service area via automobile or other mode of transportation.

**Required Education and Experience:**

A Bachelor's Degree from an accredited college or university in Transportation/Urban Planning, Business/Public Administration or a related field and four (4) years of progressively responsible experience with a public transit system handling the day-to-day operations of service planning, accessible services, human services transportation coordination or a related field. Qualifying experience must include computer proficiency and at least two (2) years of experience at an independent decision-making level. An equivalent combination of related education, training and experience that demonstrates the knowledge, skills and ability to effectively perform the functions of this position may be considered. A Master's Degree in Transportation/Urban Planning, Business/Public Administration or a related may be substituted for one year of the required experience.



# Appendix H



**GEORGIA STATE MANAGEMENT PLAN**

**AND**

**APPLICATION PACKAGE**

**FOR**

**TRANSPORTATION**

**OF**

**ELDERLY PERSONS AND PERSONS**  
**WITH**  
**DISABILITIES**

B. J. Walker  
Commissioner  
Revised February 2005

## **TABLE OF CONTENTS**

### **PART I**

#### **I. STATE MANAGEMENT PLAN**

A. Program Goal.....	2
B. State Role in Program Administration .....	2
C. Program Management .....	2
1. Lobbying .....	2-3
2. School Bus .....	3
3. Procurement.....	3-4
D. Eligibility.....	4
1. Eligible Applicants.....	4-5
2. Eligible Services .....	5
3. Eligible Project Expenses .....	5
E. Local Match Requirements .....	5
F. Evaluation Criteria for Project Approval.....	5-6
G. Distribution of Funds.....	6
H. Annual Program of Projects .....	6
I. Coordinated/Consolidated Transportation.....	6-7
J. State Administration .....	7
1. Program Monitoring .....	7
2. Service Goals .....	7-8
3. Service Objectives .....	8
4. Service Criteria .....	8
5. Property & Vehicle Management, Recordkeeping and Reporting.....	8

6. Financial Management.....	8-9
7. Section 504/ADA Reporting .....	9
8. Other provisions.....	9
K. Application Instructions .....	9

**PART II**

**II. APPLICATION PACKAGE**

**A. Special Instructions**

1. Application Format
2. Signatures
3. Legal Names

**B. Application Requirements**

1. Project Description
2. Estimated Capital Budget
3. Applicant Certification
4. Private Enterprise Coordination
5. Civil Rights Requirements
6. Private Nonprofit or Public Body Board Resolution
7. Checklist

**C. Submission of the Application**

**APPLICATION FOR NONPROFIT OR PUBLIC BODY**

1. Client Transportation Profile

**EXHIBITS**

1. Section 5310 Project Description and Instructions for Completing Project Description (Exhibit 17)
2. Sample Public Notice For Section 5310 (Exhibit 18)
3. Federal Transit Administration Civil Rights Assurance (Exhibit 19)
4. Title VI Ridership Information (Exhibit 20)

5. Standard Assurance of Compliance with Title VI of the Civil Rights Act of 1964  
(Exhibit 21)
6. Federal Fiscal Year Certifications and Assurances for FTA Assistance  
Programs (Exhibit 22)
7. Private Nonprofit or Public Body Board Resolution (Exhibit 23)
8. Grant Application Checklist (Exhibit 24)

## **APPENDICES**

- A. Private Enterprise Coordination Requirement
- B. Lists of Statutes, Regulations, Executive Orders, and Administrative  
Requirements Applicable Section 5310
- C. Required Certifications for Vehicle Purchases
- D. Definitions
- E. DHR Coordinated Transportation Map (*Microsoft Powerpoint Document-MAP2004FY04*)
- F. DHR Regional Transportation Coordinator (*Microsoft Excel Document-Contact List1 with  
ZIPS Jan 2003*)
- G. Federal Register (*Microsoft Word Document-Federal Register FFY05*)

**PART I**

**STATE**

**MANAGEMENT**

**PLAN**

**DEPARTMENT OF HUMAN RESOURCES  
OFFICE OF FACILITIES AND SUPPORT SERVICES  
TRANSPORTATION SERVICES SECTION**

**ASSISTANCE PROVIDED UNDER SECTION 5310  
FEDERAL TRANSIT ACT, AS AMENDED**

## **ASSISTANCE PROVIDED UNDER SECTION 5310 FEDERAL TRANSIT ACT, AS AMENDED**

### **I - STATE MANAGEMENT PLAN**

The program (49 U.S.C. 5310) provides formula funding to States for the purpose of assisting private nonprofit groups in meeting the transportation needs of the elderly and persons with disabilities when the transportation service provided is unavailable, insufficient, or inappropriate to meeting these needs. Funds are apportioned based on each State's share of population for these groups of people.

Funds are obligated based on the annual program of projects included in a statewide grant application. The State agency ensures that local applicants and project activities are eligible and in compliance with Federal requirements, that private not-for-profit transportation providers have an opportunity to participate as feasible, and that the program provides for as much coordination of Federally assisted transportation services, assisted by other Federal sources. Once FTA approves the application, funds are available for state administration of its program and for allocation to individual sub recipients within the state.

The Georgia Department of Human Resources (DHR) administers the Section 5310 Program for the State of Georgia employing federal and state funding authorized for the implementation of public transportation programs.

It is not the intent of the Federal Transit Administration (FTA) or of DHR that funds provided for herein should supplant or be substituted for other federal funds available and previously used for the purposes of these grant programs.

#### **A. PROGRAM GOAL**

1. The goal of the Section 5310 Program is to provide assistance in meeting the transportation needs of elderly and disabled persons where public transportation services are unavailable, insufficient or inappropriate. Specifically, the program goal is to provide assistance for the purchase of passenger trips for the transportation of elderly and disabled persons by private nonprofit organizations or public bodies in urbanized, small urban and rural areas.

2. The DHR, as Section 5310 program administrator for the State of Georgia has instituted the policy that all federal and state funds used in the delivery of transportation services in this program will be applied in the purchase of services rather than in capital expenditures. No program funds will be used to purchase vehicles or related equipment. States have the option to designate the use of funds to meet the transportation needs of the target population. Within the state of Georgia, a Coordinated Transportation System has been developed to increase efficiency of transportation efforts / resources. The use of Section 5310 funds within a coordinated effort is considered a high priority objective. Where applicable, and in the best interests of the client population served Section 5310 funds purchase of service agreements are used in lieu of vehicle purchases. Under this state management plan no funds will be made available to sub-recipients for the purchase of capital equipment.

**B. STATE ROLE IN PROGRAM ADMINISTRATION** The Georgia Department of Human Resources has the principal responsibility and authority for administration of the Section 5310 Program, including developing program criteria. The department's role in working with transportation providers includes:

1. Ensuring adherence to federal program guidelines by all recipients;
2. Notifying eligible local recipients of the availability of the program;
3. Developing project selection criteria;
4. Soliciting applications;
5. Ensuring fair and equitable distribution of program funds;
6. Ensuring maximum coordination of public transportation;
7. Ensuring a process whereby private transit and paratransit operators are provided an opportunity to participate to the maximum extent feasible.

**C. PROGRAM MANAGEMENT** – Federal Requirements and Certifications  
Recipients of Section 5310 funding must comply with the following Federal Regulations and Certifications:

**1. Lobbying**

**Byrd Anti-Lobbying Amendment, 31 U.S.C. 1352, as amended by the Lobbying Disclosure Act of 1995, P.L. 104-65 [to be codified at 2 U.S.C. § 1601, et seq.]** – Contractors who apply or bid for award of \$100,000 or more shall file the certification required by 49 CFR part 20, "New Restrictions on Lobbying." Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier shall also disclose the name of a registrant under the Lobbying Disclosure Act of 1995 who had made lobbying contacts on its behalf with non-Federal funds with respect to that Federal contract, grant or award covered by 31 U.S.C. 1352. Such disclosures are forwarded from tier to tier up to the recipient.

APPENDIX A, 49 CFR PART 20-CERTIFICATION REGARDING LOBBYING Certification for Contracts, Grants, Loans, and Cooperative Agreements (To be submitted with each bid of offer exceeding \$100,000)  
The undersigned [Contractor] certifies, to the best of his or her knowledge and belief, that:

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for making lobbying contacts to an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan or cooperative agreement, the undersigned shall complete and

submit Standard Form—LLL, “Disclosure Form to Report Lobbying,” in accordance with its instructions [as amended by “Government wide Guidance for New Restrictions on Lobbying,” 61 Fed. Reg. 1413 (1/19/96). Note: Language in paragraph (2) herein has been modified in accordance with Section 10 of the Lobbying Disclosure Act of 1995 (P.L. 104-65, to be codified at 2 U.S.C. 1601, et seq.)]

- (3) The undersigned shall require that the language of this certification be included in the award documents for all sub awards at all tiers (including subcontracts, sub grants, and contracts under grants, loans, and cooperative agreements) and that all sub recipients shall certify and disclose accordingly.

## **2. School Bus Requirements**

**School Bus Operations** – Pursuant to 49 U.S.C. 5323(f) and 49 CFR Part 605, recipients and sub recipients of FTA assistance may not engage in school bus operations exclusively for the transportation of students and school personnel in competition with private school bus operators unless qualified under specified exemptions. When operating exclusive school bus service under an allowable exemption, recipients and sub recipients may not use federally funded equipment, vehicles, or facilities.

## **3. Procurement**

### **Procurement of Supplies, Equipment, or Services by State [49 CFR Part 18; FTA C 4220.JD; FTA C 9040.1E (VL3); FTA C 9070.1E]**

When procuring supplies, equipment, or services using FTA funds, a state will follow the same policies and procedures it uses for procurements with non-Federal funds and will comply with the following Federal statutory requirements:

- Ensure that every purchase order and contract executed using Federal funds includes all clauses required by Federal statutes and executive orders and their implementing regulations.
- Conduct all procurement transactions in a manner providing full and open competition.
- Exclude the use of statutorily or administratively imposed in-state or local geographical preferences in the evaluation of bids or proposals except in those cases where applicable Federal statutes expressly mandate or encourage geographic preference.
- Obtain prior written FTA approval before entering into any contract with a period of performance exceeding five years inclusive of options.
- Use competitive proposal procedures based on the Brooks Act when contracting for architectural and engineering services if the state has not adopted a state governing the procurement of such services.

### **Procurement of Supplies, Equipment or Services by Sub recipients [49 CFR Part 18; 49 CFR Part 19; FTA C 4220.1D; FTA C 9040.1E; FTA C 9070.1E]**

Sub recipients of states which are public bodies (local or Indian tribal governments) follow state law and procedures and Federal statutory requirements when awarding and administering FTA assisted contracts. Sub recipients of states which are non-profit organizations follow state law and procedures, Federal statutory requirements and FTA third party contracting requirements when awarding and administering

FTA assisted contracts. States are responsible for ensuring that sub recipients are aware of and comply with these requirements.

**Certification [FTA C 4220.1DJ]**

States must annually certify to FTA that they will: 1) comply with all applicable requirements imposed by Federal laws, executive orders, or regulations and the requirements of FTA Circular 4220.1D, Third Party Contracting Requirements, and other implementing guidance or manuals FTA may use; 2) include in contracts financed in whole or in part with FTA assistance all clauses required by Federal laws, executive orders, or regulations; and 3) ensure that each sub recipient and contractor will include in its sub agreements and contracts financed in whole or in part with FTA assistance all applicable clauses required by Federal laws, executive orders, or regulations.

**4. Civil Rights Requirements The following is necessary documentation for compliance with civil rights requirements.**

**Data collection and Reporting Requirements for Title VI .** The Federal Transit Administration has issued program guidelines for Title VI in FTA Circular 1160.1A. Recipients are required to maintain current files on the information outlined below. Recipients should update information as conditions warrant.

Recipients shall maintain and submit upon request to the DHR the following general information as it pertains to transit service.

- a. A list of any active lawsuits or complaints naming the party which allege discrimination on the basis of race, color, or national origin with respect to service or other transit benefits. The list should include the date the lawsuit or complaint was filed; a summary of the allegation; and the status of the lawsuit or complaint, including whether the parties of a lawsuit have entered into a consent decree.
- b. A description of all pending application for financial assistance and all financial assistance currently provided by other Federal agencies.
- c. A summary of all civil rights compliance review activities conducted in the last 3 years. The summary should include: the purpose or reason for the review; the name of the agency or organization that performed the review; a summary of the findings and recommendations of the review; and, a report on the status and/or disposition of such findings and recommendations.

**Disadvantaged Business Enterprise (DBE). Local recipients of Section 5310 funds must meet the requirements of the U. S. Department of Transportation's Minority Business Enterprise Regulation (49 CFR, Part 23) which intends that ten percent of the amount appropriated under the Act shall be expended with small business concerns owned and controlled by socially and economically disadvantaged individuals.**

**D. ELIGIBILITY**

1. **Eligible Applicants** Private nonprofit organizations which provide or which desire to provide transportation services to elderly and/or disabled persons are eligible to apply to the department for funding under the Section 5310 program. While the assistance is intended primarily for private non-profit organizations, public bodies approved by the state to coordinate services for the elderly and disabled, or any public body that certifies to the satisfaction of the state that private non-profit organizations in the area are not readily available to carry out the services, may be eligible to receive Section 5310 funds through the state.

Certification to the state will require, as a minimum, the following documents dated no more than six months earlier than the application for assistance.

- a. A resolution by a recognized public board certifying that there are no private non-profit organizations in the subject area willing to provide services.
- b. Evidence of public notice announcing the public body's intent to apply for eligibility for Section 5310 funding.
- c. Written request by the public body to the state requesting approval of eligibility to receive Section 5310 funds, to include assurance that all reasonable efforts to encourage private nonprofit participation have been exhausted.

2. **Eligible Services** The following types of transportation services are eligible:

- a. Trips dedicated to the special needs of elderly and disabled citizens.
- b. Regular community-wide fixed route/fixed schedule service.
- c. Community-wide demand responsive or route deviation service as required, to satisfy individual trip needs and to maximize economies of operation.
- d. Contract or subscription service to maximize revenue and provide a community service.

3. **Eligible Project Expenses**

**Capital Projects** Funding ratios of capital projects for Section 5310 are as follows:

Federal	80% (maximum allowable)
Other	20% (includes state and/or local)

The funding ratio for the federal share indicates the maximum allowed funding. At the department's option, this share may be less. The department will request state appropriations in an amount sufficient to provide a level of funding of 20%. Applicants are encouraged to provide as much as possible in order to maximize statewide services.

**E. LOCAL MATCH REQUIREMENTS** As stated in paragraph C.3.a., above, the department will request state appropriations in an amount sufficient to provide the entire non-federal **required match of 20%**. Should this amount not be appropriated in full, applicants may be required to provide some portion or the entire non-federal share. If this should occur, applicants for capital projects will be required to certify that funds are available for payment of the local share before the application can be approved. The department will notify potential applicants of the local share requirement as a part of the application review and approval process. The local share must be from sources other than federal funds except where specific legislative language of a federal program permits its fund to be used to match other federal funds.

**F. EVALUATION CRITERIA FOR PROJECT APPROVAL** The department will use the following criteria for the evaluation and selection of applicants for Section 5310 assistance. Carefully plan the development of your project description based on the points below. Describe efforts to meet these criteria in as much detail as possible to help us determine the quality of service provided by your agency

and its financial capability. Each applicant will be evaluated on the points assigned to each of the below categories. Applicants must meet basic qualifications and will be scored in each category. Applicants with the highest overall score will be eligible for award. Selection / non-selection notifications will be provided all applicants, and will be maintained on file within the Office of Facilities and Support Services, Transportation Services Section for a three years.

1. **Ability to Service Target Population** (25%) Describe the target population which this project is designed to serve and what gap in public services will be filled through the use of these funds. Describe as part of the project description the measures which will be taken to insure that qualitative services will result.

2. **Coordination** (30%) Describe any working relationships you have with local governments, public agencies, or the private sector to ensure the best use of existing transportation resources, include: a listing of any public and private transit providers in the area to be served, and the ability of your clients to access these services; report on the degree of coordination with local transportation providers and any agreements you may have with public or private maintenance facilities to ensure both maximum use and operating efficiency of vehicles you operate; relate any other areas (such as driver training) where you work closely with other organizations; submitting a joint application with other applicants in your area; or sharing vehicles with other transportation providers in your area whenever possible. Applicants that maximize transportation benefits to all of the elderly persons and persons with disabilities in their community will be ranked highest.

3. **Need and Use of Proposed funds** (25%) Applicant must include: the degree and urgency of need for funds and as it relates to the applicant's ability to expand or continue program services; the proposed use of funds and ridership projections.

4. **Fiscal and Managerial Capability** (20%) Applicant must describe: its ability to provide efficient/effective transportation services, this would include scheduling, dispatching, compliance with reporting requirements; its fiscal accountability; process for hiring and training of drivers and other personnel; and funding sources which will enable the applicant to provide required local match, if needed.

Agencies presently participating in DHR programs may have their ratings reduced for failing to comply with reporting procedures prescribed by those programs.

Applications are rated based upon the above criteria. The department expects, at a minimum, that applicants submit a complete grant application. Failure to adequately address every requirement will adversely affect the rating and may eliminate the application from further consideration. The department intends to concentrate review time on the merits and technical aspects of an application and not on compiling missing or inadequate information. Department staff is available to assist applicants with the application process.

Previous assistance for the purchase of passenger trips will receive some consideration in the review process. However, no applicant will be assured funding solely on the basis that they were previous Section 5310 recipients.

Since program funds are limited, the applicant review process is designed to identify projects of exceptional merit.

5. **Appeals** Applicants may appeal any decision reached in the award of grant funds by filing a written grievance to the Office of Facilities and Support Services, Transportation Services Section, 2 Peachtree Street NW, Atlanta, Georgia 30303

**G. DISTRIBUTION OF FUNDS** for the Section 5310 Program are distributed between DHR regions as reflected on the regional map provided at Appendix E. The actual distribution of funds is determined by the percentage of elderly and disabled clients who reside in each respective region. The latest census data is used to determine the number and percent of elderly and disabled clients residing in a given region. If there is a lack of demand for Section 5310 funds in a service area, the monies for that area are distributed by the department to programs in other service areas.

**H. ANNUAL PROGRAM OF PROJECTS** The department submits to FTA an annual program of projects. As program administrator, DHR certifies the eligibility of applicants and project activities, reviews applications, selects projects for funding, ensures compliance with federal requirements, monitors local projects, and oversees project audit and closeout.

**I. COORDINATED/CONSOLIDATED TRANSPORTATION** A system of transportation that combines all relevant transportation under a single transportation provider who has direct operating control. The system transports a variety of DHR customers together in order to meet everyone's needs in the most cost effective way possible. By doing so, the system is able to serve more people.

1. For human services programs "relevant transportation" includes transportation for passengers who can safely and feasibly be transported in a coordinated system. It does not include transportation for those passengers who, because of the nature of their condition, cannot safely be transported in a coordinated system. Human service providers are responsible for determining which consumers are appropriate for services under the coordinated system, based on the local system design and the individual consumer's needs.
2. For public and private service "relevant transportation" means any such service that can feasibly be coordinated with DHR trips. The coordinated system may incorporate the use private non-profit or public systems where such service is available, and based on local systems designs.
3. A "single provider that has direct operating control" means that a single operator is held responsible for the delivery of varying types of transportation service over a defined geographical area. The provider has control over day-to-day operations necessary for accomplishing direct transportation service delivery.

The department recognizes that there may be a need in a given county for both a Section 5310 program as well as other specialized or broader-scope transportation programs. In such cases, funding may be authorized, provided a satisfactory operating plan is submitted to the department. The plan will assure (1) there is no duplication of services, (2) the service is a cost-effective use of transportation sources; and (3) that the service benefits the maximum number of citizens.

**Planning Requirements** - In urbanized areas, planning should be coordinated with the Metropolitan Planning Organization (MPO). Projects should be identified in the Mop's Transportation Improvement Program (TIP). The applicant is required to maintain current files for documentation purposes.

**Private Enterprise Coordination** As part of the application approval process each applicant must assure that all affected for-profit providers have been notified of the proposed project and that they have had adequate opportunity to present their views and offer service proposals for consideration.

Applicants should resolve complaints from transportation providers at the local level. Some local mechanism should be established to resolve disputes. The applicant is to keep correspondence related

to the complaint. If the complaint is not satisfactorily resolved, the originating party may appeal directly to the state.

In order for a state review to take place, the originating party must send, by certified mail, a description of the issues involved, all related information and the results obtained at the local level within 15 calendar days of the Section 5310 application deadline date. The Section 5310 Program Manager and the Director of the Office of Facilities and Support Services (OFSS) will review appeals to the state. The OFSS Director will make the final decision on the appeal. The DHR staff will review all pertinent information, interview all sides concerned and issue a written notification of its decision to the originating party and the applicant within 15 calendar days of receipt of the complaint.

Other requirements of the ongoing program are reviewed annually in the program compliance certification review described later in this document.

**J. STATE ADMINISTRATION** DHR provides technical assistance in the preparation of grant applications as well as program development, administration and operation. It does so through its Office of Facilities and Support Services, Transportation Services Section, which coordinates these functions as they are performed by statewide DHR organizational units and by local and area planning agencies.

1. **Program Monitoring** Monitoring of service is an established part of the program. The various monitoring activities assure compliance with the contract agreement, service goals, objectives, types of service provided and service criteria. Examples of monitoring techniques include site inspections, riding vehicles and interviews with system directors, transportation coordinators, dispatchers and drivers. Regional Transportation Coordination staff assigned to each transportation region is responsible for program monitoring. A list of the regional offices is provided at Appendix F.

Written reports are an integral part of the monitoring process. Each individual operating agency will submit monthly reports which include such data as passenger trip cost associated with a purchase of services contract, mileage, ridership, operating revenues and expenses, and days in service. Agencies submitting incomplete or late reports will not be favorably considered for additional funds for the purchase of passenger trips.

2. **Service Goals** The following represents the state's goals for the paratransit programs:

- a. To develop and maintain an effective and efficient network of public transportation services available to all Georgians with priority given to the needs of elderly and disabled.
- b. To offer the best possible level of service consistent with travel demand and resources available.
- c. To achieve efficient utilization through coordination with other transportation providers within both the private and public sectors.

3. **Service Objectives**

- a. To provide for the accessibility of transportation for essential trip purposes.
- b. To provide a service that is affordable, available and usable.
- c. To provide a service that is safe, clean and comfortable.

- d. To provide a service that is responsive to the travel patterns of local citizens.

4. **Service Criteria**

- a. The service should be complementary and not duplicate other transportation services.
- b. All services for passenger trips should be available on a daily basis.
- c. All appropriate policies and procedures set forth in the Georgia Department of Human Resources, Office of Facilities and Support Services, Transportation Services Section, Transportation Manual will be adhered to.

5. **Property & Vehicle Management, Recordkeeping and Reporting**

- a. The department manages property and vehicles, maintains records and reports in accordance with the policies and procedures set forth in the Georgia Department of Human Resources, Office of Facilities and Support Services, Transportation Manual.

6. **Financial Management**

- a. The department expends and accounts for grant funds in accordance with the laws of the State of Georgia and procedures set forth in the department's Administrative Policy and Procedure Manual.
- b. The state contracts with local recipients for approved projects. The contracting and subsequent procurement will conform to guidelines set out in OMB Circular A-102, (49 CFR Part 18), FTA'S Third Party Contracting Guidelines (FTA Circular 4220,1B, issued May 5, 1988), and the Federal Transit Project Management Guidelines for Grantees (FTA Circular 5010.1A).
- c. Annual audit compliance is documented in accordance with OMB Circular A-128 by the Georgia Department of Audits.
- d. A Financial Status Report (SF269A) is submitted annually to FTA on each active grant. This report is also used to notify FTA of grant closeout.

7. **Section 504/ADA Reporting** The department submits assurances to the FTA that it will conduct any project in compliance with all applicable requirements. These assurances are maintained on file by the department and the FTA. Program staff also conducts random on-site monitoring visits to assure 504/ADA compliance.

8. **Other Provisions**

**Assurances for Certifications** The department also submits assurances that all requirements are met for certifications, whether they be certifications by the state, vendors, manufacturers of vehicles, or local recipients of capital assistance. These include, but are not limited to, the drug-free workplace certification, non-procurement suspension and debarment certification, bus testing certification and certification of restrictions on lobbying.

### **K. Use of Sub-contractors**

Grant recipients selected for funding will insure that if any sub-contractors of grant recipients are used in the delivery of services that all provisions of the Master Agreement will be included in sub-contractor agreements. The FTA Master Agreement is the official document that contains standard terms and conditions governing the administration of a project supported with federal assistance. The Master Agreement will be included in the application as part of a proposal submitted by any contractor for services within the coordinated transportation system. All sub-contractors will agree to all the terms, conditions, certifications, applicable assurances, and federal laws contained in the Master Agreement. Any funding to a sub-contractor provided by way of a grant recipient using FTA Section 5310 funds will adhere to these provisions.

### **L. APPLICATION PACKAGE**

Applications for funding under Section 5310 can be obtained by contacting the Office of Facilities and Support Services, Transportation Services Section, 2 Peachtree Street, Atlanta, Georgia 30303 or through one of the Regional Transportation Offices (TRO) listed in Appendix E by mail or e-mail. Applications are usually available in January of each year and completed applications are normally due in April. The application packet for each year will specify a due date.

For current subrecipients who are currently providing transportation services to DHR clients, applications may also be submitted, as part of the proposal package, with a contract for DHR Coordinated Transportation Services in regions where Section 5310 funds are allocated for that purpose.

Applicants must submit two (2) originals or an electronic copy of the application to the RTO's office. If the electronic method is used for sending the application, two (2) originals each of all notarized and signature pages must also be received by the RTO's office to complete the application process.

## **PART II**

# **APPLICATION**

# **PACKAGE**

## II – APPLICATION PACKAGE

### A. SPECIAL INSTRUCTIONS

1. **Application Format** Please organize your application materials in the order indicated on the checklist as shown in **(Exhibit 24)**. Answers should be clear, complete and concise. The application should be bound or stapled together (if mailed), or sent electronically. All notarized and signature pages must be mailed.

2. **Signatures** Only the person designated in the Board Resolution is authorized to sign legal documents.

3. **Legal Names** Where legal names are required, special attention should be given to ensure that the correct legal name is used. The correct legal name (including exact abbreviations, commas, periods, etc.) should be used throughout the document.

**B. APPLICATION REQUIREMENTS** An application is required of eligible recipients for Section 5310 funds. New applicants and current subrecipients are both required to submit an application. Incomplete or applications not containing all the required information may be unfavorably considered for funding.

All applications must include the following:

1. **Project Description (Exhibit 17)** - Instructions for Exhibit 17 is included on the page following the exhibit. **(Reminder: this is where you are to address your local share contribution).**

2. **Estimated Budget** (all estimates will be based on fiscal year July-June)

- a. **Transportation Needs:** Estimate the number of one-way passenger trips for clients needing service. Provide by client category the estimated number of trips you would anticipate for current service plus new clients.

Provide an estimate of the total number of one-way passenger trips for clients currently receiving services. This figure will be the number you are now serving .

Provide an estimate of the total number of one-way passenger trips to be provided, per year, if this project is approved.

- b. **Transport Cost:** (all estimates should be based on the total cost for the fiscal year). Estimate the total cost for services needed; the cost per trip multiplied by the number of trips equals the total cost.

What percent of current funding is covered by another funding source(s)? Give the percentage and the amount it is costing for the current clients receiving service. Identify the balance of the funding source (co-pay, Medicaid, Aging, etc.) If there should be more than one funding source, use the next area to identify the percentage and source.

Estimated cost for the Section 5310. Identify the percentage you are requesting from the 5310 funds. Base this estimate on the number of one-way passenger trips per year if the project is approved.

3. **Applicant Certifications** Submit the following certifications together. The certifications are to be signed by the applicant's executive director or chief administrative officer.

a. **Applicants** must submit written certification that the agency is one of the following :

1. A private nonprofit organization determined by the Secretary of the Treasury to be an organization described by 26 U.S.C. Section 501(c) which is exempt from taxation under 26 U.S.C. Section 501(a) or Section 101.

2. A public body that certifies to the Governor that no nonprofit corporations or associations are readily available in an area to provide the service.

3. A public body approved by the state to coordinate services for elderly persons and persons with disabilities.

Please note that certifications for 2 or 3 above must meet eligibility requirements set forth in part I.D (Eligibility) of the State Management Plan.

4. **Private Enterprise Coordination** A requirement of the Section 5310 Program is to ensure, to the maximum extent feasible, that private-for-profit transportation providers have been given a fair and timely opportunity to participate in the development of the local transportation plans and programs, and have been afforded every feasible opportunity to provide the proposed transit service.

To ensure that all private for-profit providers have been notified of the proposed project, and that they have had adequate opportunity to present their views and to offer their own service proposals for consideration, the applicant should satisfy the requirement to notify private providers through one of the following methods:

(1) Public Notice published in the newspaper.

OR

(2) Send a letter to each private provider in the area to be served.

If the applicant chooses to publish a newspaper notice, the notice should allow a minimum of 15 days for public comment after date of publication. Applicants must submit a summary of any comments received and a copy of the notice. A sample public notice is shown in **(Exhibit 18)**.

**Note:** The preceding requirements do not fully address all of the private enterprise coordination requirements. Other private enterprise requirements, which are not a part of the formal application process, are outlined in Appendix A. The applicant is required to satisfy those additional requirements and maintain those files for documentation purposes.

5. **Civil Rights Requirements** The following is necessary documentation for compliance with civil rights requirements:

a. **Federal Transit Administration Civil Rights Assurance** This assurance must be signed and included in the grant application **(Exhibit 19)**.

b. **Title VI Ridership** Applicants must include a racial and national origin breakdown of the persons likely to receive service (**Exhibit 20**).

c. **Department of Transportation Title VI Assurance** This Assurance must be signed and included in the grant application (**Exhibit 21**).

d. **Data Collection and Reporting Requirements for Title VI** The Federal Transit Administration has issued program guidelines for Title VI in FTA Circular 1160.1A. Recipients are required to maintain current files on reporting requirements for Title VI information as outlined below. Recipients should update information as conditions warrant and shall maintain and submit upon request to DHR the following general information as it pertains to transit service.

1. A list of any active lawsuits or complaints naming the party which allege discrimination on the basis of race, color, or national origin with respect to service or other transit benefits. The list should include the date the lawsuit or complaint was filed; a summary of the allegation; and the status of the lawsuit or complaint, including whether the parties of a lawsuit have entered into consent decree.

2. A description of all pending applications for financial assistance and all financial assistance currently provided by other Federal agencies.

3. A summary of all civil rights compliance review activities conducted in the last 3 years. The summary should include: the purpose or reason for the review; the name of the agency or organization that performed the review; a summary of the findings and recommendations of the review; and, a report on the status and/or disposition of much findings and recommendations.

e. **DBE (Disadvantaged Business Enterprise)** Local recipients of Section 5310 funds must meet the requirements of the U.S. Department of Transportation's Minority Business Enterprise Regulations (49 CFR, Part 23) which intends that ten percent of the amount appropriated under the Act shall be expended with small business concerns owned and controlled by socially and economically disadvantaged individuals.

6. **Private Nonprofit or Public Body Board Resolution** The applicant should include an original Resolution from the Private Nonprofit or Public Body Board (**Exhibit 22**). The correct legal name Should be used.

7. **Federal Fiscal Year Certifications and Assurances** The above assurances must be completed, signed and included in the grant application to comply with FTA requirements (Appendix A,B &C).

8. **Checklist (Exhibit 23)** This exhibit lists the necessary components for a grant application and should be used to determine if all paperwork has been included. Please include the name and telephone number of the person responsible for compilation of the application as a point of contact for subsequent coordination and clarification.

C. **SUBMISSION OF THE APPLICATION** Applicants should submit two (2) originals or an electronic copy of the application to the Transportation Services Section, Regional Transportation Coordinator's office.

Applications can also be submitted, as part of the package, with the Transportation Proposal for coordinated transportation services.

All notarized and original signature pages must be sent by mail to the Regional Transportation Coordinator's office to complete the application process.

**APPLICATION PACKAGE  
GRANT 30  
Elderly Persons and Persons with Disabilities  
FTA Section 5310 Program**

**Client Transportation Profile**

Legal Name of Applicant Organization:	
Street Address:	
City, State & Zip:	
Contact Name:	
Telephone #:	
FEI #:	

Organization is Minority Owned/Operated:  Yes  No  
(See Appendix C for definitions of minority and minority organizations)

Organization Provides Assistance to Minority Communities:  Yes  No  
(See Appendix C for definition of minority community)

Organization Service Area Includes the Following Counties:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Following this page are the forms that will complete your application for the Section 5310 project. Complete each form using the legal name of your agency and have each form signed and notarized as required. Submit two (2) originals by mail or send an electronic copy of the completed application to the Transportation Services Section, Regional Transportation Coordinator's office as listed in Appendix F.

Applications can also be submitted, as part of the package, with the Transportation Proposal for coordinated transportation services.

**DO NOT SEND** copies of the State Management Plan (Part I) or the Application Package Instructions (Part II)

**Date Received by Regional Coordinator** \_\_\_\_\_

### Client Transportation Profile

#### Human Service Provider

Name:	Contact Name:
Address:	DHR Division of Service:
City/State/Zip:	DHR Service Region:
Phone #:	County(s) Name:

- Urban    Non-Urban  
 Type of Service Needed:    Fixed Route    Demand-Response  
 Project Intent:    New Service    Expansion

Transportation Needs in the DHR Service Area. (Data is in number of One-Way Passenger Trips per year):

Client's Category	Estimate Number of One-Way Passenger Trips for Clients Needing Service	Total Number of One-Way Passenger Trips For Clients Currently Receiving Service	Estimate Number of Total One-Way Passenger Trips Per Year if Project is Approved
Mental Disabilities			
Physical Disabilities			
Elderly			

Transportation Cost for this agency. (Data is an estimate of current cost per One-Way Passenger Trip):

Client's Category	Total Cost Services Needed Cost Per Trip X Total Trips = Total Cost	What Percentage is Covered by Another Funding Source(s)? % of What Source?	Estimated Cost for the Section 5310 %      Cost
Mental Disabilities			
Physical Disabilities			
Elderly			

If more than one funding source is applicable, then list the other source indicating the percentages.


Days of Transportation Services Needed Weekly: \_\_\_\_\_ (Example: Monday-Friday)

Number of Days Transportation Services Needed Annually: \_\_\_\_\_ (Example: 250 Days)

Hours of Transportation Services Needed Daily: \_\_\_\_\_ (Example: 8am – 5pm)

# EXHIBITS

**EXHIBIT 17**  
**SECTION 5310 PROJECT DESCRIPTION**  
(See Instructions on next page)

1. Applicant: \_\_\_\_\_

2. Address: \_\_\_\_\_

3. Contact Person: \_\_\_\_\_

4. Telephone: \_\_\_\_\_ 5. New Applicant: \_\_\_\_\_ (Yes/No)

6. Urban Status:     Non-urbanized area     Urban area

7. County(s) to be served: \_\_\_\_\_

8. Total project cost: \_\_\_\_\_

9. Types of service provided:

- |  |   |
|--|---|
| <input type="checkbox"/> Demand Responsive     | <input type="checkbox"/> Expand existing service  |
| <input type="checkbox"/> Fixed Route           | <input type="checkbox"/> Start new service        |
| <input type="checkbox"/> Other (specify) _____ | <input type="checkbox"/> Replace existing service |

10. Operations:  
Hours of service: \_\_\_\_\_ Days of Service: \_\_\_\_\_

11. Clients Served: (%)  
Elderly: \_\_\_ Disabled: \_\_\_ Other (specify): \_\_\_\_\_

12. Number of passenger seats available in your fleet as of 10/1/2005:

13. Description of current vehicle fleet: include DHR owned, and all other vehicles. (attach additional sheets, if needed)

14. Project description narrative: (attach additional sheets)

15. Does your agency contract with DHR? (Yes/No) If yes, for which DHR Program?

## **PROJECT DESCRIPTION NARRATIVE**

(See Instructions on next page for Completing Project Description)

## **INSTRUCTIONS FOR COMPLETING PROJECT DESCRIPTION**

- 1-5. **General Information** – Enter the name of applicant organization, address, contact person and telephone number - if applicant is not the agency which will provide services, please provide an explanation in your Project Description.
6. **Urban Status** - An urbanized area has a population of 50,000 or more and is so designated by the U.S. Bureau of Census. Non-urbanized, rural or small urban area - these terms are used interchangeably to mean any area outside an urbanized area with a population of less than 50,000.
7. **County(s) to be served** - List the county(s) in which service is to be provided in.
8. **Project cost** – Enter the total project cost from your estimated budget.
9. **Types of service** - Demand responsive includes dial-a-ride and door-to-door specialized service. Fixed route refers to service following an established route or schedule.
10. **Operations** - Specify the routine hours of service (example: 9:00 a.m. to 3 p.m.) and days of service (example: Monday to Friday).
11. **Clients Served** - Estimate the percent, within each client category, that your agency serves.
12. **Project description** - Fully discuss the items listed in section II-Application Package, B. Application Requirements. This section is your opportunity to describe the service to be provided and demonstrate the fiscal, managerial and operational capabilities of your organization. Describe the clientele that will be receiving the service; estimate the monthly number of passenger trips to be provided; document your organizations' ability to provide transportation service in an efficient and effective manner, including data such as operating cost/mile, passenger trips/vehicle mile, operating cost/passenger trip and any other information that reflects the quality and efficiency of your organization; list the type and number of personnel such as, drivers, dispatchers, mechanics, etc. and if the employees are paid or are volunteers and if they are full or part time; describe provisions made to ensure proper maintenance of vehicles and indicate who will provide the maintenance; describe the driver hiring process and training given to the drivers; **specify the percentage and dollar amount your organization is willing to contribute towards the total cost of your project (this is also your certification that the local match dollars are available) Once again, your application will be rated on your response to the elements in part I.D. of this guide.**
13. **Contractor status** - circle yes if your organization provides services to DHR as a contractor or subcontractor. If your response is yes, then list the DHR program that you provide services for. Examples of these programs would be Aging Services, Mental Health, Developmental Disabilities and Addictive Diseases, DFCS, Rehabilitative Services, etc.

**EXHIBIT 18**  
**SAMPLE PUBLIC NOTICE FOR SECTION 5310**

The \_\_\_\_\_ is applying for funding under the Section 5310  
Elderly and

(Private Nonprofit or Public Body)

Disabled Transportation Program to meet the special needs of the elderly and disabled located in  
\_\_\_\_\_. To assure that private for-profit transportation providers have a fair and timely  
opportunity

(City/County)

to participate in the development of this program, the  
\_\_\_\_\_ solicits

(Private Nonprofit or Public Body)

private sector input and participation during the planning process.

Any private for-profit transportation operator interested in providing any or all of the above services or participating in any or all of the above services should submit a written notice of intent by 15 days from date of this publication to:

**EXHIBIT 19**  
**FEDERAL TRANSIT ADMINISTRATION CIVIL RIGHTS ASSURANCE**

The \_\_\_\_\_ hereby certifies that, as a condition to receiving Federal financial

(Private Nonprofit or Public Body)

assistance under the Federal Transit Act of 1964, it will ensure that:

1. No person on the basis of race, color, or national origin, will be subjected to discrimination in the level and quality of transportation services and transit related benefits.
2. The \_\_\_\_\_ will compile, maintain, and submit in a timely manner Title VI  
(Private Nonprofit or Public Body)  
information required by FTA Circular 1160.1A and in compliance with the Department of Transportation's Title VI regulation, 49 CFR Part 21.9.Z
3. The \_\_\_\_\_ will make it known to the public that those person or persons  
(Private Nonprofit or Public Body)  
alleging discrimination on the basis of race, color, or national origin as it relates to the provision of transportation services and transit-related benefits may file a complaint with the Federal Transit Administration and/or the U.S. Department of Transportation.

The person whose signature appears below is authorized to sign this assurance on behalf of the recipient.

DATED: \_\_\_\_\_

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name and Title of Authorized Officer

**EXHIBIT 20**  
**TITLE VI RIDERSHIP INFORMATION**

COUNTY: \_\_\_\_\_

AGENCY: \_\_\_\_\_

Number of Persons likely to receive service. (Estimate).

Percentage of  
Service Area Population  
By Minority Group

Number of  
Persons Expected  
To Be Served

\_\_\_\_\_ %

White

\_\_\_\_\_

\_\_\_\_\_ %

Black

\_\_\_\_\_

\_\_\_\_\_ %

Hispanic

\_\_\_\_\_

\_\_\_\_\_ %

Asian-Pacific

\_\_\_\_\_

\_\_\_\_\_ %

Asian-Indian

\_\_\_\_\_

\_\_\_\_\_ %

Native American

\_\_\_\_\_

\_\_\_\_\_ 100 %

TOTAL

\_\_\_\_\_

**EXHIBIT 21**  
**STANDARD ASSURANCE OF COMPLIANCE WITH**  
**TITLE VI OF THE CIVIL RIGHTS ACT OF 1964**

The \_\_\_\_\_ (hereinafter referred to as the  
(Private Nonprofit or Public Body)

"Recipient") HEREBY AGREES THAT as a condition to receiving any Federal financial assistance from the Department of Transportation it will comply with Title VI of the Civil Rights Act of 1964, 78 Stat. 252, 42 U.S.C. 2000D-42 U.S.C. 2000D-4 (hereinafter referred to as the Act) and all requirements imposed by or pursuant to Title 49, Code of Federal Regulations, Department of Transportation, subtitle A, Office of the Secretary, Part 21, Nondiscrimination Federally-Assisted Programs of the Department of Transportation - Effectuation of Title VI of the Civil Rights Act of 1964 (hereinafter referred to as the Regulations) and other pertinent directives, to the end that in accordance with Act, Regulations, and other pertinent directives, no person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which the Recipient receives Federal financial assistance from the Department of Transportation, including the Federal Transit Administration (FTA), and HEREBY GIVES ASSURANCE THAT it will promptly take any measures necessary to effectuate this agreement. This assurance is required by subsection 21.7(a)(1) of the Regulations.

More specifically and without limiting the above general assurance, the Recipient hereby gives the following specific assurances with respect to the project:

1. That the Recipient agrees that each "program" and each "facility" as defined in subsections 21.23(e) and 21.23(b) of the Regulations, will be (with regard to a "program") conducted, or will be (with regard to a "facility") operated in compliance with all requirements imposed by, or pursuant to, the Regulations.
2. That the Recipient shall insert the following notification in all solicitations for bids for work or material subject to the Regulations and made in connection with a project under the Federal Transit Act of 1964, (The FTA Act) and, in adapted form in all proposals for negotiated agreements:

The Recipient, in accordance with Title VI of the Civil Rights Act of 1964, 78 Stat. 252, 42 U.S.C. 2000D to 2000D-4 and Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally-Assisted Programs of the Department of Transportation issued pursuant to such Act, hereby notifies all bidders that it will affirmatively insure that in any contract entered into pursuant to this advertisement, minority business enterprises will be afforded full opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.

3. That the Recipient shall insert the clauses of Appendix A of this assurance in every contract subject to the Act and the Regulations.
4. That the Recipient shall insert the clauses of Appendix B of this assurance, as a covenant running with the land, in any deed from the United States effecting a transfer of real property, structures, or improvements thereon, or interest therein.
5. That where the Recipient receives Federal financial assistance to construct a facility, or part of a facility, the assurance shall extend to the entire facility and facilities operated in connection therewith.
6. That where the Recipient receives Federal financial assistance in the form, or for the acquisition of real property or an interest in real property, the assurance shall extend to rights to space on, over, or under such property.
7. That the Recipient shall include the appropriate clauses set forth in Appendix C of this assurance, as a covenant running with the land, in any future deeds, leases, permits, licenses, and similar agreements entered into by the Recipient with other parties; (a) for the subsequent transfer of real property acquired or improved under this

project, and (b) for the construction or use of or access to space on, over or under real property acquired, or improved under this project.

8. That this assurance obligates the Recipient for the period during which Federal financial assistance is extended to the project, except where the Federal financial assistance is to provide, or is in the form of, personal property, or real property or interest therein or structures or improvements thereon, in which case the assurance obligates the Recipient or any transferee for the longer of the following periods: (a) the period during which the property is used for a purpose for which the Federal financial assistance is extended, or for another purpose involving the provision of similar services or benefits; or (b) the period during which the Recipient retains ownership or possession of the property.
9. The Recipient shall provide for such methods of administration for the program as are found by the Secretary of Transportation or the official to whom he/she delegates specific authority to give reasonable guarantee that it, other recipients, sub grantees, contractors, subcontractors, transferees, successors in interest, and other participants of Federal financial assistance under such program will comply with all requirements imposed or pursuant to the Act, the Regulations and this assurance.
10. The Recipient agrees that the United States has a right to seek judicial enforcement with regard to any matter arising under the Act, and Regulations, and this assurance.

THIS ASSURANCE is given in consideration of and for the purpose of obtaining any and all Federal grants, loans, contracts, property, discounts or other Federal financial assistance extended after the date hereof to the Recipient by the Department of Transportation under Federal Transit Programs and is binding on it, other recipients, sub grantees, contractors, subcontractors, transferees, successors in interest and other participants in the Federal Transit Program. The person or persons whose signatures appear below are authorized to sign this assurance on behalf of the Recipient.

DATED: \_\_\_\_\_  
Signature of Authorized Officer

\_\_\_\_\_  
Name and Title of Authorized Officer

Attachments:

Appendices A, B, and C

(Appendix A to Title VI Assurance)

During the performance of this contract, the contractor, for itself, its assignees and successors in interest (hereinafter referred to as the "contractor") agrees as follows:

1. **Compliance with Regulations:** The contractor shall comply with the Regulations relative to nondiscrimination in federally assisted programs of the Department of Transportation (hereinafter "DOT") Title 49, Code of Federal Regulations, Part 21, as they may be amended from time to time (hereinafter, referred to as the Regulations), which are herein incorporated by reference and made a part of this contract.
2. **Nondiscrimination:** The contractor, with regard to the work performed by it during the contract, shall not discriminate on the grounds of race, color, sex or national origin in the selection and retention of subcontractors, including procurement of materials and leases of equipment. The contractor shall not participate either directly or indirectly in the discrimination prohibited by Section 21.5 of the Regulations, including employment practices when the contract covers a program set forth in Appendix B of the Regulations.
3. **Solicitations for Subcontracts, Including Procurement of Materials and Equipment:** In all solicitations either by competitive bidding or negotiation made by the contractor for work to be performed under a subcontract, including procurement of materials or leases of equipment, each potential subcontractor or supplier shall be notified by the contractor of the contractor's obligations under this contract and the Regulations relative to nondiscrimination on the grounds of race, color, or national origin.
4. **Information and Reports:** The contractor shall provide all information and reports required by the Regulations or directives issued pursuant thereto, and shall permit access to its books, records, accounts, other sources of information, and its facilities as may be determined by the Recipient or the Federal Transit Administration (FTA) to be pertinent to ascertain compliance with such Regulations, orders and instructions. Where any information is required or a contractor is in the exclusive possession of another who fails or refuses to furnish this information, the contractor shall so certify to the Recipient, or the Federal Transit Administration, as appropriate, and shall set forth what efforts it has made to obtain the information.
5. **Sanctions for Noncompliance:** In the event of the contractor's noncompliance with the nondiscrimination provisions of this contract, the Recipient shall impose such contract sanctions as it or the Federal Transit Administration may determine to be appropriate, including, but not limited to:
  - (a) Withholding of payments to the contractor under the contract until the contractor complies, and/or
  - (b) Cancellation, termination or suspension of the contract in whole or in part.
6. **Incorporation of Provisions:** The contractor shall include provisions of paragraphs (1) through (5) in every subcontract, including procurement of materials and leases of equipment, unless exempt by the regulations, or directives issued pursuant thereto. The contractor shall take such action with respect to any subcontract or procurement as the Recipient or the Urban Mass Transportation Administration may direct as a means of enforcing such provisions including sanctions for non-compliance: Provided, however, that, in the event a contractor becomes involved in, or is threatened with litigation with a subcontractor or supplier as a result of such direction, the contractor may request the Recipient to enter into such litigation to protect the interests of the Recipient, and, in addition, the contractor may request the United States to enter into such litigation to protect the interests of the United States.

(Appendix B to Title VI Assurance)

The following clauses shall be included in any and all deeds effecting or recording the transfer of real property, structures or improvements thereon, or interest therein from the United States.

(GRANTING CLAUSE)

NOW, THEREFORE, the Department of Transportation, as authorized by law, and upon the condition that the Recipient will accept title to the lands and maintain the project constructed thereon, in accordance with the Federal Transit Act and the policies and procedures prescribed by the Federal Transit Administration of the Department of Transportation and, also in compliance with all requirements imposed by or pursuant to Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of Secretary, Part 21, Nondiscrimination in federally-assisted programs of the Department of Transportation (hereinafter referred to as the Regulations) pertaining to and effectuating the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252; 42 U.S.C. 2000D TO 2000D-4), does hereby remise, release, quitclaim and convey unto the

\_\_\_\_\_ (hereinafter referred to as the

(Name of Applicant)

"Recipient") all the right, title, and interest of the Department of Transportation in and to said lands described in Exhibit "A" attached hereto and made a part hereof.

(HABENDUM CLAUSE)

TO HAVE AND TO HOLD said lands and interests therein unto the Recipient and its successors forever, subject, however, to the covenants, conditions, restrictions and reservations herein contained as follows, which will remain in effect for the period during which the real property or structures are used for a purpose for which Federal financial assistance is extended or for another purpose involving the provision of similar services or benefits and shall be binding on the Recipient, its successors and assigns.

The Recipient, in consideration of the conveyance of said lands and interests in lands, does hereby covenant and agree as a covenant running with the land for itself, its successors and assigns, that (1) no person shall on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination with regard to any facility located wholly or in part on, over and under such land hereby conveyed (,) (and)\* (2) that the Recipient shall use the lands and interests in lands so conveyed, in compliance with all requirements imposed or pursuant to Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in federally-assisted programs of the Department of Transportation - Effectuation of Title VI of the Civil Rights Act of 1964, and as said Regulations may be amended (,) and (3) that in the event of breach of any of the above-mentioned nondiscrimination conditions, the Department shall have a right to re-enter said lands and facilities on said land, and the above described land and facilities shall thereon revert to and vest in and become the absolute property of the Department of Transportation and its assigns as such interest existed prior to this instruction.\*

\*Reverter clause and related language to be used only when it is determined that such a clause is necessary in order to effectuate the purposes of Title VI of the Civil Rights Act of 1964.

(Appendix C to Title VI Assurance)

The following clauses shall be included in all deeds, licenses, leases, permits, or similar instruments entered into by the \_\_\_\_\_ (hereinafter referred to as the "Recipient")

(Name of Applicant)

pursuant to the provisions of Assurance 10(a).

The (grantee, licensee, lessee, permittee, etc., as appropriate) for herself/himself, his/her heirs, personal representatives, successors in interest, and assigns, as a part of the consideration hereof, does hereby covenant and agree (in the case of deeds and leases add "as a covenant running with the land") that in the event facilities are constructed, maintained, or otherwise operated on the said property described in this (add, license, lease, permit, etc.) for a purpose for which a Department of Transportation program or activity is extended or for another purpose involving the provision of similar services or benefits, the (grantees, licensee, lessee, permittee, etc.) shall maintain and operate such facilities and services in compliance with all other requirements imposed pursuant to Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally-Assisted programs of the Department of Transportation - Effectuation of Title VI of the Civil Rights Act of 1964; and as said Regulations may be amended.

(Include in licenses, leases, permits, etc.)\*

That in the event of breach of any of the above nondiscrimination covenants, the Recipient shall have the right to terminate the (license, lease, permit, etc.) and to re-enter and repossess said land and the facilities thereon, and hold the same as if said (license, lease, permit, etc.) had never been made or issued.

(Include in deeds)\*

That in the event of breach of any of the above nondiscrimination covenants, the Recipient shall have the right to re-enter said lands and the facilities thereon, the above described lands and facilities shall thereupon revert to and vest in and become the absolute property of the Recipient and its assigns.

The following shall be included in all deeds, licenses, leases, permits, or similar agreements entered into by the Recipient pursuant to the provisions of Assurance 7(b).

The (grantee, licensee, lessee, permittee, etc., as appropriate) for herself/himself, his/her personal representatives, successors in interest, and assigns, as a part of the consideration hereof, does hereby covenant and agree (in the case of deeds and leases add "as a covenant running with the land") that (1) no person on the ground of race, color, or national origin shall be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination in the use of said facilities, (2) that in the construction of any improvements on, over, or under such land and the furnishing of services thereon, no person on the ground of race, color, or national origin shall be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination and (3) that the (grantee, licensee, lessee, permittee, etc.) shall use the premises in compliance with all other requirements imposed by or pursuant to Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally-Assisted Programs of the Department of Transportation - Effectuation of Title VI of the Civil Rights Act of 1964), and as said Regulations may be amended.

(Include in licenses, leases, permits, etc.)\*

That in the event of breach of any of the above nondiscrimination covenants, the Recipient shall have the right to terminate the (license, lease, permit, etc.) and to re-enter and repossess said land and the facilities thereon, and hold the same as if said (license, lease, permit, etc.) had never been made or issued.

(Include in deeds)\*

That in the event of breach of any of the above nondiscrimination covenants, the Recipient shall have the right to re-enter said lands and the facilities thereon, and the above described lands and facilities shall thereupon revert to and vest in and become the absolute property of the Recipient and its assigns.

\*Reverter clause and related language to be used only when it is determined that such a clause is necessary in order to effectuate the purposes of Title VI of the Civil Rights Act of 1964.

**EXHIBIT 22**  
Appendix A

**FEDERAL FISCAL YEAR 2005 CERTIFICATIONS AND ASSURANCES FOR FEDERAL TRANSIT  
ADMINISTRATION ASSISTANCE PROGRAMS**

*(Signature page alternative to providing Certifications and Assurances in TEAM-Web)*

**Name of Applicant:** \_\_\_\_\_

**The Applicant agrees to comply with applicable requirements of Categories 01 - 16.**

*(The Applicant may make this selection in lieu of individual selections below.)*

OR

**The Applicant agrees to comply with the applicable requirements of the following Categories it has selected:**

<u>Category</u>	<u>Description</u>	
01.	Required of Each Applicant	_____
02.	Lobbying	_____
03.	Private Mass Transportation Companies	_____
04.	Public Hearing	_____
05.	Acquisition of Rolling Stock	_____
06.	Bus Testing	_____
07.	Charter Service Agreement	_____
08.	School Transportation Agreement	_____
09.	Demand Responsive Service	_____
10.	Alcohol Misuse and Prohibited Drug Use	_____
11.	Interest and Other Financing Costs	_____
12.	Intelligent Transportation Systems	_____
13.	Urbanized Area, JARC, and Clean Fuels Programs	_____
14.	Elderly and Persons with Disabilities Program	_____
15.	Non-urbanized Area Formula Program	_____
16.	State Infrastructure Bank Program	_____

*(Both sides of this Signature Page must be appropriately completed and signed as indicated.)*

**FEDERAL FISCAL YEAR 2005 FTA CERTIFICATIONS AND ASSURANCES SIGNATURE PAGE**

*(Required of all Applicants for FTA assistance and all FTA Grantees with an active capital or formula project)*

**AFFIRMATION OF APPLICANT**

Name of Applicant: \_\_\_\_\_

Name and Relationship of Authorized Representative: \_\_\_\_\_

BY SIGNING BELOW, on behalf of the Applicant, I declare that the Applicant has duly authorized me to make these certifications and assurances and bind the Applicant's compliance. Thus, the Applicant agrees to comply with all Federal statutes, regulations, executive orders, and Federal requirements applicable to each application it makes to the Federal Transit Administration (FTA) in Federal Fiscal Year 2005.

FTA intends that the certifications and assurances the Applicant selects on the other side of this document, as representative of the certifications and assurances in Appendix A, should apply, as required, to each project for which the Applicant seeks now, or may later, seek FTA assistance during Federal Fiscal Year 2005.

The Applicant affirms the truthfulness and accuracy of the certifications and assurances it has made in the statements submitted herein with this document and any other submission made to FTA, and acknowledges that the provisions of the Program Fraud Civil Remedies Act of 1986, 31 U.S.C. 3801 *et seq.*, as implemented by U.S. DOT regulations, "Program Fraud Civil Remedies," 49 CFR part 31 apply to any certification, assurance or submission made to FTA. The criminal fraud provisions of 18 U.S.C. 1001 apply to any certification, assurance, or submission made in connection with the Urbanized Area Formula Program, 49 U.S.C. 5307, and may apply to any other certification, assurance, or submission made in connection with any other program administered by FTA.

In signing this document, I declare under penalties of perjury that the foregoing certifications and assurances, and any other statements made by me on behalf of the Applicant are true and correct.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Authorized Representative of Applicant

### AFFIRMATION OF APPLICANT'S ATTORNEY

For (Name of Applicant): \_\_\_\_\_

As the undersigned Attorney for the above named Applicant, I hereby affirm to the Applicant that it has authority under state and local law to make and comply with the certifications and assurances as indicated on the foregoing pages. I further affirm that, in my opinion, the certifications and assurances have been legally made and constitute legal and binding obligations on the Applicant.

I further affirm to the Applicant that, to the best of my knowledge, there is no legislation or litigation pending or imminent that might adversely affect the validity of these certifications and assurances, or of the performance of the project.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Name: \_\_\_\_\_

Attorney for Applicant

Each Applicant for FTA financial assistance (except 49 U.S.C. 5312(b) assistance) and each FTA Grantee with an active capital or formula project must provide an Affirmation of Applicant's Attorney pertaining to the Applicant's legal capacity. The Applicant may enter its signature in lieu of the Attorney's signature, provided the Applicant has on file this Affirmation, signed by the attorney and dated this Federal fiscal year

**EXHIBIT 23**  
**PRIVATE NONPROFIT or PUBLIC BODY BOARD RESOLUTION**

WHEREAS, THE ( \_\_\_\_\_ ) hereinafter referred to as the

(Legal Name of Organization)

"Applicant" has requested assistance from the Georgia Department of Human Resources for the purpose of capital assistance; and

WHEREAS, this project is considered to be important and necessary to public transportation in \_\_\_\_\_; and

(City/County)

THAT the Applicant while making application to or receiving grants from the Federal Transit Administration will comply with the Federal statutes, regulations, executive orders and administrative requirements as listed in Appendix A of the FTA Circular FTA C 9070.1C and as also included in Appendix B of the Georgia Department of Human Resources State Management Plan and Application Package for Elderly and Disabled Transportation inclusive;

THAT the Applicant has or will make available in the required amounts non-federal funds to meet local share requirements;

THAT \_\_\_\_\_ is empowered to sign contract on

(Name and Title of Designated Official)

behalf of the Applicant; and

THAT the above named official may sign on behalf of the Applicant any assurance, certification, or other documentation that may be required as a part of the application submitted.

Passed this \_\_\_\_\_ day of \_\_\_\_\_, 19\_\_\_\_

\_\_\_\_\_  
Board Chairman

Signed, sealed and delivered this \_\_\_\_\_ day of \_\_\_\_\_, 19\_\_\_\_ in the presence of:

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Notary Public - Notary Seal

**EXHIBIT 24**  
**SECTION 5310**  
**GRANT APPLICATION CHECKLIST**

PREPARED BY: \_\_\_\_\_ PHONE: \_\_\_\_\_

Indicate by N/A any items that are not applicable.

1. Project Description  
\_\_\_\_\_ All sections of (Exhibit 17) complete.
  
2. Applicant Certifications  
\_\_\_\_\_ Written certification on nonprofit or public  
body status  
\_\_\_\_\_ Written certification of equivalent transportation  
services for persons with disabilities.
  
3. \_\_\_\_\_ Copy of public notice or private enterprise  
notification (Exhibit 18)
  
4. Civil Rights Requirements  
\_\_\_\_\_ a. FTA Civil Rights Assurance (Exhibit 19)  
\_\_\_\_\_ b. Title VI Ridership (Exhibit 20)  
\_\_\_\_\_ c. U.S. D.O.T. TITLE VI Assurance (Exhibit 21)
  
5. Certifications and Assurances for FTA Assistance  
\_\_\_\_\_ All sections of (Appendix A) complete
  
6. Private Enterprise Coordination  
\_\_\_\_\_ Private Nonprofit or Public Body Board  
Resolution (Exhibit 22)
  
7. \_\_\_\_\_ Original and one copy
  
8. Application Checklist  
\_\_\_\_\_ All above items have been addressed

# APPENDICES

## **APPENDIX A**

### **PRIVATE ENTERPRISE COORDINATION REQUIREMENTS**

Requirements 1-3 are addressed in the application process.

1. The current participation of private providers in Section 5310 supported services.
2. All efforts to provide written notice to private providers of proposed services.
3. All forums, meetings, hearings, or other opportunities for involving the private sector early in the project development process.

The remaining requirements 4-9 are to be addressed, as appropriate, maintained on file and kept current by the applicant.

4. Description of private sector proposals, if any, offered for consideration, and the rationale for inclusion or exclusion.
5. Methods for periodically reviewing existing services to determine whether they can be provided more efficiently by the private sector.
6. Any locally established criteria for making public/private service decisions.
7. The local methodology for making true cost comparisons when there are two or more operators interested in providing service.
8. Any complaints from private operators and how these were resolved, and the local mechanism for resolving complaints.

## APPENDIX B

### LISTS OF STATUTES, REGULATIONS, EXECUTIVE ORDERS, AND ADMINISTRATIVE REQUIREMENTS APPLICABLE SECTION 5310

(Briefly described and provided for the convenience of the applicant.)

#### STATUTES

Section 3(e) of the FTA Act, 49 U.S.C. 1602(E) which requires, among other things, the recipient to provide to the maximum extent feasible for the participation of private mass transportation companies.

Section 12(c) of the FTA Act, 49 U.S.C. 1608(C) Which, among other things, prohibits discrimination on the basis of race, color, creed, national origin, sex or age.

Section 5310 of the FTA Act, 49 U.S.C. 1612 Which provides, among other things, for the planning and design of mass transportation facilities to meet the special needs of the elderly and disabled.

Title VI of the Civil Rights Act of 1964, 42 U.S.C. 2000(d) Which, among other things, prohibits discrimination on the basis of race, color or national origin by recipients of Federal financial assistance.

Title VII of the Civil Rights Act of 1964, 42 U.S.C. 2000(a) Which, among other things, prohibits discrimination in employment.

Section 504 of the Rehabilitation Act of 1973, 29 U.S.C. 794 Which, among other things, prohibits discrimination on the basis of handicap by recipients of Federal financial assistance.

"Hatch Act," 5 U.S.C. 1501, et seq. which, among other things, imposes certain restrictions on political activities of recipients of federal financial assistance.

"Buy America Requirements," Section 5310 of the Surface Transportation Assistance Act of 1982, P.L. 97-424. which, among other things, requires that steel, cement and manufactured products procured under FTA-funded contracts of a certain size be of domestic manufacture or origin (with four exceptions).

Contract Work and Safety Standards Act, 40 U.S.C. 327-333 which, among other things, establishes the required basis and conditions for hours of work and for overtime pay of laborers and mechanics, and directs the Department of Labor to formulate construction safety and health standards.

National Environmental Policy Act of 1969, 42 U.S.C. 4321, ET. SEQ. which, among other things, prohibits Federal assistance that will adversely affect the quality of the environment.

Federal Water Pollution Control Act, as amended by the Clean Water Act of 1977, 33 U.S.C. 1251, ET SEQ which, among other things, sets limits on pollutants discharged in international waterways and requires safeguard against spills from oil storage facilities.

Clean Air Act of 1955, as amended, 42 U.S.C. 7401, ET SEQ. which, among other things, establishes national standards for vehicle emissions Energy Policy and Conservation Act, 42 U.S.C. 6321 which, among other things, authorizes development and implementation of state energy conservation plans.

National Flood Insurance Act of 1969, 42 U.S.C. 4011, ET SEQ. which, among other things, authorizes a national flood insurance program.

Flood Disaster Protection Act of 1973, 42 U.S.C. 4012A, ET SEQ. which among other things, requires the purchases of flood insurance by recipients of federal financial assistance who are located in areas having special flood hazards.

## **APPENDIX B(continued)**

### **REGULATIONS**

49 C.F.R. Part 600, et seq. regulations promulgated by FTA 49 C.F.R. Parts 18,20,21, 23, 24, 25, 27, 29, 37, 38,639,661,663 and 665 regulations promulgated by the Department of Transportation governing Title VI of the Civil Rights Act of 1964, Minority Business Enterprise, Relocation and Land Acquisition, Uniform Relocation Assistance and Real Property Acquisition, Nondiscrimination on the Basis of Handicap, Drug-Free Workplace Act of 1988, Bus Testing, Transportation for Individuals with Disabilities, Pre-award and Post-delivery audits, Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments, New Restrictions on Lobbying, Capitol Leases, 56 Fed. Reg. 51786, dated 10-15-91, Buy America Requirements: Surface Transportation Assistance Act of 1982, respectively.

0 C.F.R. Part 601 regulations promulgated by the Department of Energy governing Restrictions on Lobbying. 36 C.F.R. Part 800 regulations promulgated by the Advisory Council on Historic Preservation .

46 C.F.R. Part 381 regulations promulgated by the Maritime Administration governing cargo preference requirements.

31 C.F.R. Part 205 regulations promulgated by the Department of Treasury governing letter of credit.

40 C.F.R. Part 15 regulations promulgated by the Environmental Protection Agency pertaining to administration of Clean Air and Water Pollution requirements for grantees.

### **EXECUTIVE ORDERS**

E.O. 11988 which establishes certain specific requirements related to flood protection and control.

E.O. 12372 which rescinds OMB Circular A-95 and establishes new requirements currently being implemented.

### **ADMINISTRATIVE REQUIREMENTS**

Office of Management and Budget (OMB) Circular A-87 which provides costs principles applicable to grants and grants and contracts with State and local governments.

Office of Management and Budget (OMB) Circular A-102 which provides uniform requirements for assistance to State and local governments.

## APPENDIX C

### DEFINITIONS

Applicant - A private nonprofit organization or public body which applies to the department for financial assistance under the Section 16 capital assistance program.

Capital Equipment - Vehicles and ancillary support equipment with a multi-year usable life. For the purpose of this program this includes, but is not limited to vehicles, radios, passenger shelters, etc.

Elderly Person - All persons age 60 and over.

Eligible Services - Transportation services intended for regular non-emergency passenger use with priority given to the elderly and disabled. Other services (e.g., special charters) are allowed, however, these must be incidental and not in conflict with regular schedules or services.

Disabled Person - Individuals who, by reason of illness, injury, age, congenital malfunction, or other permanent or temporary incapacity or disability, including those who are non-ambulatory wheelchair bound and those with semi-ambulatory capabilities are unable, without special facilities or special planning or design, to utilize mass transportation facilities and services effectively.

Incidental Use - The use of equipment or facilities purchased under this grant program for other than principle grant related purposes.

Metropolitan Planning Organization (MPO) - Organizations designated by the Governor which, together with the state, are responsible for transportation planning in urbanized areas.

Minority Communities – A community that has a percentage of minority population greater than the percentage of minority population in the state.

Minority Individual – A person whose origins are in any of the black racial groups of Africa; a person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish or Portuguese culture or origin regardless of race; a person who is an American Indian, Eskimo, Aleut, or Native Hawaiian; a person whose origins are from Japan, China, Taiwan, Korea, Vietnam, Laos, Cambodia, the Philippines, Samoa, Guam, the US Trust Territories of the Pacific, or the Northern Marianas; or a person whose origins are from India, Pakistan, or Bangladesh.

Minority Organization – A small business concern which is at least 51 percent owned by one or more minority individuals or, in the case of a publicly owned business, at least 51 percent of the stock of which is owned by one or more minority individuals, and whose management and daily business operations are controlled by one or more of the minority owners.

Nonprofit Organization - A corporation or association determined by the Secretary of the Treasury to be an organization described by 26 USC Section 501(C) which is exempt from taxation under Section 501(a) or 101 or one which has been determined under state law to be nonprofit and for which the department has received documentation certifying the status of nonprofit organization.

Non-Urbanized Areas - Areas with a population of less than 50,000.

Private - means non public, to wit: bodies which are not municipalities or other political subdivisions of states; are not public agencies or instrumentalities of one or more states; are not Indian tribes; are not public corporations, boards, or commissions established under the law of any state; or are not subject to control by public authority, state or municipal.

Recipient - An applicant which has been awarded financial assistance under the Section 5310 capital assistance program.

Service Area – Is the geographic area which elderly and disabled clients will be served using funds from this grant.

Transportation Improvement Program (TIP) - A list of transportation projects for which funding will be sought over a three to five year period prepared by the MPO representing an urbanized area.

Urbanized Areas - Areas designated by the Bureau of Census, with a population of 50,000 or more.

## **APPENDIX D**

### **REQUIRED CERTIFICATIONS FOR VEHICLE PURCHASES**

Appendix D is not used as part of the application process for FTA Program 5310 funds in the state of Georgia. Funds under this grant will be used in purchase of service agreements.

## **APPENDIX E**

### **DHR COORDINATED TRANSPORTATION MAP**

*(Attached as a Microsoft PowerPoint Document. File Name: MAP2004FY04)*

## **APPENDIX F**

### **DHR REGIONAL TRANSPORTATION COORDINATORS**

*(Attached as a Microsoft Excel Document. File Name: Contact List1 with ZIPS)*

## **APPENDIX G**

### **FEDERAL REGISTER**

*([www.gpoaccess.gov/fr/browse.html](http://www.gpoaccess.gov/fr/browse.html))*



# Appendix I

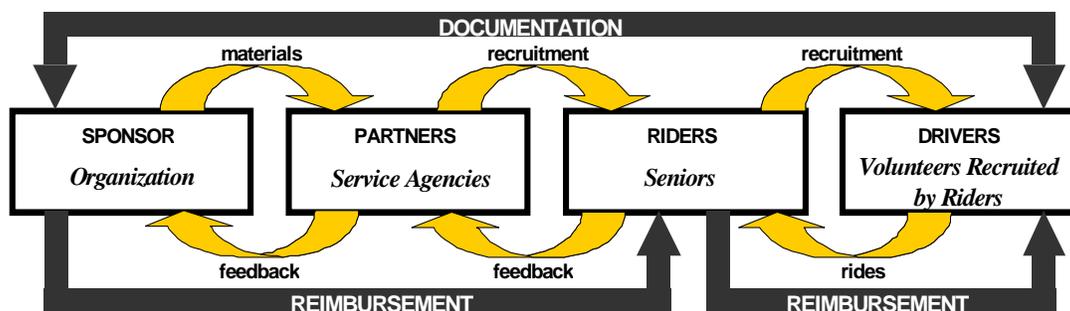


<b>S</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>SNAPSHOT</b>
SUPPLEMENTAL	TRANSPORTATION	PROGRAMS for	SENIORS	Prepared by the Beverly Foundation

## A VOLUNTEER FRIENDS MODEL

The *Volunteer Friends* model was designed by the Beverly Foundation of Pasadena, California as a low cost, consumer driven, senior friendly approach for providing transportation to seniors. The model is an outgrowth of five assumptions. (1) Many seniors need rides. (2) If seniors who need rides have something to offer friends and neighbors in return, they will feel more comfortable asking for rides. (3) If they can be reimbursed for their travel, friends and neighbors will be more likely to provide rides. (4) If friends and neighbors can use their own automobiles it will eliminate the need to purchase vehicles. (5) If the riders and drivers can work out the schedule for rides, it will eliminate the need for staffing and infrastructure.

**Primary Features.** The primary features of the *Volunteer Friends* model include a sponsor, partners, riders, volunteer drivers, documentation and reimbursement. The interaction among these features is illustrated below.



**Key Elements.** The model includes the following elements:

Leadership: an organization that can act as sponsor

Riders: seniors who are referred by aging-related service organizations

Drivers: volunteers recruited by riders (may be friends, neighbors, and community volunteers)

Escorts: drivers who can serve as escorts and provide physical and emotional support

Vehicles: private automobiles owned by volunteer drivers

Rides: to essential services as well as quality of life destinations

Availability: every day (including weekends), day and night

Reservations: rider makes plans directly with volunteer drivers

Service: door-through-door (or door-to-door if preferred)

Fees: no rider fees

Reimbursement: based on travel patterns of rider and given to the rider to give to the driver

Budget: \$25,000 (not including development costs)

Driver Screening: copies of driver license, auto registration, auto liability insurance; and driver self-reports of previous collisions and violations

Marketing: partnerships with referring service providers and wide distribution of materials

**Innovations.** In addition to drawing on the best features of existing Supplemental Transportation Programs for seniors (STPs), the design of the *Volunteer Friends* model was guided by what the Beverly Foundation has labeled the “5 A’s of Senior Friendly Transportation.” The 5 A’s are criteria that seniors and caregivers have identified as critical to efficient and effective transportation for older adults, and are incorporated into the model as follows:

**Availability:** The *Volunteer Friends* transportation service can be used by seniors who have difficulty using traditional forms of public and paratransit.

**Accessibility:** Wait times are minimized or totally avoided, and door-through-door and escort service are provided.

**Adaptability:** Rides are available for any purpose, any time and anywhere that the rider can arrange with their driver.

**Acceptability:** Rides are provided in the comfort and convenience of a private vehicle, and are not provided by a stranger but by the choice of the rider.

**Affordability:** Rides are free and drivers are reimbursed for their travel.

**Efficiencies.** The *Volunteer Friends* model avoids major capital expenses by utilizing vehicles used by the drivers. Personnel and operating costs are minimized by involving volunteer drivers, by relying on service organizations to refer riders and publicize the effort, and by requiring riders to recruit their own drivers and schedule their own trips.

**A Pilot Project.** In February of 2002, an 18-month *Volunteer Friends* pilot project called PasRide was initiated by the Beverly Foundation. The project had two objectives: (1) to test the viability of the service model that would provide rides to seniors and complement existing transportation services; and (2) to create an adaptable process model that could be adapted by communities throughout the country.

The Beverly Foundation, as the sponsor, planned and implemented the pilot with the assistance of professionals in transportation, aging, service delivery, risk management and insurance, and with seniors themselves. Project mentors who operated volunteer-oriented STPs contributed technical and informational assistance. The Foundation, as the sponsor, did not hire additional staff or purchase equipment or vehicles in conjunction with the pilot. In August of 2003, the pilot was completed and successfully relocated to a permanent administrative setting.

The pilot demonstrated a low cost/low maintenance approach for easy adaptation by other communities as a stand-alone program or as part of a menu of services. During the pilot, a complete information packet, called the Volunteer Friends Starter Kit, was developed to assist groups and organizations in its adaptation. A complete start-to-finish TurnKey planning and implementation kit will be available in late 2004.

**Recognition.** Several valuable elements of the *Volunteer Friends* approach originated in a transportation initiative in Riverside, California called T.R.I.P. The PasRide pilot was undertaken as part of a larger STPs Mobilizer Project in partnership with the AAA Foundation for Traffic Safety. The overall mobilizer project included national STPs development and expansion through indexing, resource materials development, and demonstration activities.

Tel (626) 792 2292  
Fax (626) 792 6117

**The Beverly Foundation**  
566 El Dorado Street, Suite 100  
Pasadena, CA 91101

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

**S****T****P****S****SNAPSHOT**

SUPPLEMENTAL

TRANSPORTATION

PROGRAMS for

SENIORS

Prepared by the Beverly Foundation

## Volunteer Friends Adaptation

On January 29, 2004 Congressman Howard L. Berman (D-California – 28<sup>th</sup> District) announced that Congress has approved his request to allocate \$50,000 for a pilot *Volunteer Friends Senior Transportation Program* in Southern California's San Fernando Valley.

### Volunteer Friends Model

The primary features of the *Volunteer Friends* model include a sponsor, partners, riders, volunteer drivers, documentation and reimbursement.

The **key elements** include:

Leadership: an organization that can act as sponsor

Riders: referral by aging-related service organizations

Drivers: volunteers recruited by riders

Escorts: drivers who can provide extra support

Vehicles: automobiles owned by volunteer drivers

Rides: to essential & quality of life activities

Availability: agreement between rider and driver

Reservations: rider makes plans with volunteer drivers

Service: door- to (and through)-door

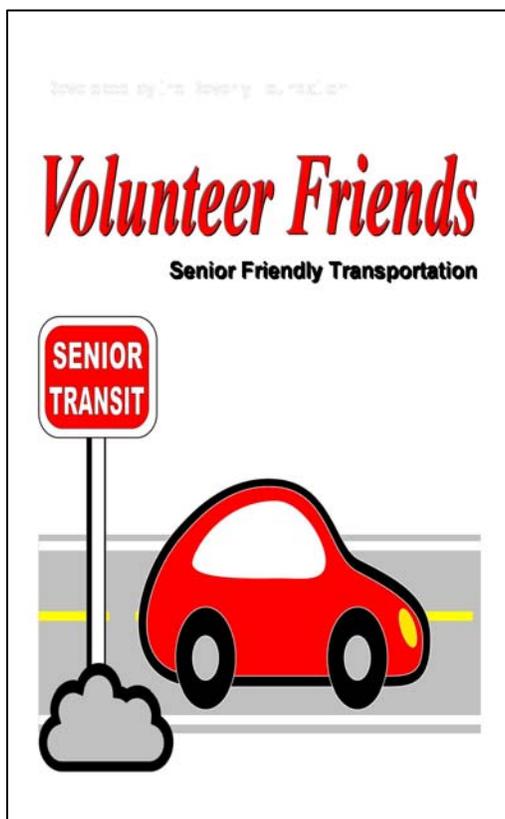
Fees: no rider fees

Reimbursement: given to the rider to give to the driver

Budget: \$32,000 (not including planning costs)

Driver Screening: copies of driver license, auto registration, auto liability insurance

Marketing: partnerships with referring service providers and wide distribution of materials

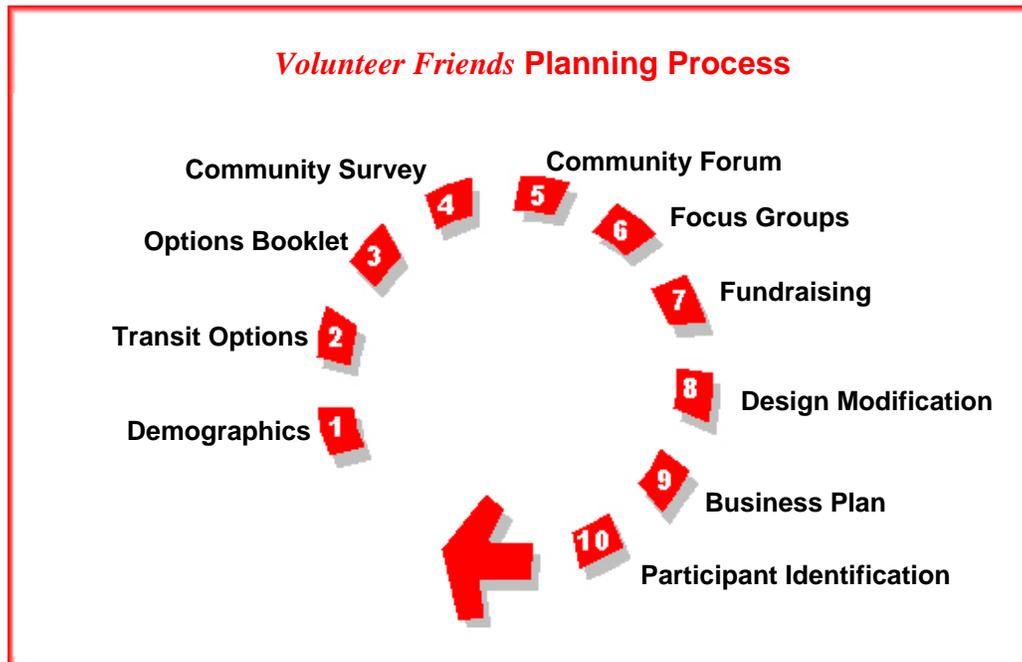


### The Volunteer Friends Adaptation

The Congressional allocation will establish a pilot project to assist North Hollywood seniors who are no longer able to drive. In its capacity as project advisor, the Beverly Foundation provides technical assistance in planning and monitoring the adaptation of the pilot. In order to ensure coordination, planning activities are linked closely with the East Valley Senior Center (the pilot sponsor), Congressman Berman's office, aging and transportation policy makers, planners and service providers in the City and County of Los Angeles.

## A 10-STEP Planning Process

The illustration below summarizes the pilot's 6-month planning that began in April of 2004.



### Planning Activities

The **Steps 1 & 2** include the collection of additional demographic data on the target population and information about transportation options in the community that are available to seniors. **Step 3** is the preparation of a transportation options booklet for use by senior service providers and seniors themselves. **Step 4** involves a survey of seniors in the Van Nuys area to identify transportation concerns of seniors. These concerns can be included in the **Step 5** activity of holding community forums. **Step 6** organizes a series of focus groups (with a companion survey) for gathering opinions of seniors and volunteer drivers about the transportation options in general and the *Volunteer Friends* model in specific. The opinions are used for **Step 7**, modifying the *Volunteer Friends* design. **Step 8** develops a fundraising plan and **Step 9** develops a business plan. **Step 10** includes the initial start up activity of identifying, recruiting and training of riders for the pilot.

### Next Steps

The 12-month implementation phase is expected to begin in early 2006. It emphasizes design and implementation as a means of getting *Volunteer Friends* program up and running quickly so that seniors will be able to get transportation services on a timely basis. During the demonstration, The Beverly Foundation Volunteer Driver TurnKey Kit that includes technical materials related to the planning, implementation and evaluation process and related tools and forms will be tapped as a resource and as a means of encouraging adaptation of the *Volunteer Friends* model in other communities.

Tel (626) 792 2292  
Fax (626) 792 6117

**The Beverly Foundation**  
566 El Dorado Street, Suite 100  
Pasadena, CA 91101

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

# Appendix J





**NOT COMPLETE**



**COMPLETE**

**Complete the Streets.**



A broad coalition of advocates and transportation professionals are working to enact complete streets policies across the country.

**Join us!**

Institutional membership is \$100.

For more information, visit [www.completestreets.org](http://www.completestreets.org) or write [info@completestreets.org](mailto:info@completestreets.org).

Organizations serving on the National Complete Streets Coalition Steering Committee are:

- AARP
- America Bikes
- America Walks
- American Council of the Blind
- American Planning Association
- American Public Transportation Association
- American Society of Landscape Architects
- Association of Pedestrian and Bicycle Professionals
- City of Boulder
- Institute of Transportation Engineers
- League of American Bicyclists
- McCann Consulting
- National Center for Bicycling and Walking
- National Parks Conservation Association
- Natural Resources Defense Council
- Paralyzed Veterans of America
- Smart Growth America
- Surface Transportation Policy Partnership
- Thunderhead Alliance

**National Complete Streets Coalition**  
**1707 L Street NW, Suite 1050**  
**Washington, DC 20036**  
**(202) 207-3355**  
**[info@completestreets.org](mailto:info@completestreets.org)**  
**[www.completestreets.org](http://www.completestreets.org)**



▶ **The streets of our cities and towns ought to be for everyone,** whether young or old, motorist or bicyclist, walker or wheelchair user, bus rider or shopkeeper. But too many of our streets are designed only for speeding cars, or worse, creeping traffic jams. They're unsafe for people on foot or bike — and unpleasant for everybody.

Now, in communities across the country, a movement is growing to complete the streets. States, cities and towns are asking their planners, engineers and designers to build road networks that welcome all citizens.

**[www.completestreets.org](http://www.completestreets.org)**

▶ **Complete streets are designed and operated to enable safe access for all users. Complete**

**streets** policies direct transportation planners and engineers to consistently design with all users in mind. They have been adopted by a few states (OR, VA, SC), and a number of regions and cities. Places that adopt complete streets policies are making sure that their streets and roads work for drivers, transit riders, pedestrians, and bicyclists, as well as for older people, children, and people with disabilities.

▶ **There is no prescription for a complete street. But look for:**

- sidewalks
- bike lanes
- wide shoulders
- plenty of crosswalks
- refuge medians
- bus pullouts
- special bus lanes
- raised crosswalks
- audible pedestrian signals
- sidewalk bulb-outs

▶ **Complete streets improve safety.**

A Federal Highways Administration safety review found that designing the street with pedestrians in mind — sidewalks, raised medians, better bus stop placement, traffic-calming measures, and treatments for disabled travelers — all improve pedestrian safety.

One study found that designing for pedestrian travel by installing raised medians and redesigning intersections and sidewalks reduced pedestrian risk by 28%.

▶ **Complete streets encourage walking and bicycling for health.**

The National Institutes of Medicine recommends fighting childhood obesity by changing ordinances to encourage construction of sidewalks, bikeways, and other places for physical activity.

A report of the National Conference of State Legislators found that the most effective policy avenue for encouraging bicycling and walking is **complete streets**.

One study found that 43% of people with safe places to walk within 10 minutes of home met recommended activity levels, while just 27% of those without safe places to walk were active enough.

▶ **Complete streets help ease transportation woes.**

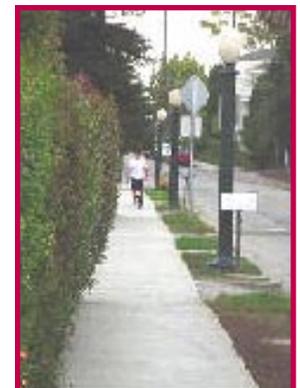
About one-third of Americans do not drive. **Complete streets** help provide safe access for people who use wheelchairs, have vision impairments, and for older people and children.

More than one quarter of all trips are one mile or less — and almost half are under five miles. Most of those trips are now made by car. Streets that provide travel choices give people the option to avoid traffic jams and increase the overall capacity of the transportation network.

▶ **Complete streets make fiscal sense.** Integrating sidewalks, bike lanes, transit amenities, and safe crossings into the initial design of a project spares the expense of retrofits later.



**BEFORE**



**AFTER**

**Become part of the movement toward complete streets. For more information, visit [www.completestreets.org](http://www.completestreets.org)**