



Synthesis Report

SENIORS BENEFIT FROM TRANSPORTATION COORDINATION PARTNERSHIPS – A TOOLBOX

Promising Practices From the Aging Network



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The *Coordinating Transportation Choices for Seniors Toolbox* is intended to guide and inspire transportation services for seniors. Its products provide information from a study conducted in 14 communities across the country examining replicable coordination strategies for providing transportation choices to older adults to help them remain independent and mobile. This toolbox is comprised of the following products:

- An *Executive Summary* that examines the role and importance of transportation in the lives of seniors, as well as key elements of coordinating efforts.
- A *PowerPoint Presentation* that gives an overview of information from the 14-site study, and can be adapted and tailored for use at the local level.
- A *Synthesis Report* that details the components and benefits of coordinating efforts to enhance transportation services.
- A *Case Study Guide* that offers an in-depth look at the activities and achievements of each of the 14 sites in the study.
- A *Resource Guide* that provides a description of terms used throughout the products in the toolbox, as well as identifies relevant sources of information.



Introduction

“Available transportation is critical for the health, employment, and social connections of older citizens. We must have accessible communities with available transportation that help keep people active and a part of their communities.”

Josefina G. Carbonell, Assistant Secretary for Aging, U.S. Department of Health and Human Services

This report describes how older adults in 14 different communities benefited from innovative efforts to coordinate transportation services. This report was developed into a *Coordinating Transportation Choices for Seniors Toolbox* consisting of five documents: an *Executive Summary*, a *PowerPoint Presentation*, a *Synthesis Report*, a *Case Study Guide*, and a *Resource Guide*. The *Case Study Guide* provides a more in-depth look at the 14 case studies and the comprehensive *Resource Guide* provides suggestions for further information. These Promising Practices in Coordinated Transportation were led and implemented by the National Aging Services Network (Aging Network), at either the Area Agency on Aging or Community Services Organization level. This report resulted from a desire to provide the Aging Network with tangible, replicable practices capable of enhancing the provision of transportation for older adults in their communities. The report is meant for communities and local service providers to help them serve older consumers. The *Resource Guide* also provides a list of sites and sources for more information and technical assistance. In addition to Federal resources, a strong network of specialists and senior transportation initiatives exist within national organizations such as the Community Transportation Association of America, AARP, n4a, NASUA, Easter Seals, the Beverly Foundation, the American Society on Aging, the National Council on Aging, the National Conference of State Legislatures, the National Governors Association, and many more. It is hoped that this toolbox, along with connections with these programs and their transportation specialists, will yield expanded transportation choices for seniors that will help them stay healthy in their communities. The goal is simple

Transportation Services provide the critical link between older adults and their communities.

and consistent with the vision of the Administration on Aging to promote the dignity, autonomy, and independence of older persons. Quality transportation services are one of the most fundamental components supporting that vision because they aid in developing a community-based, comprehensive, and coordinated system of care for older adults.

Convention suggests plan first then implement, and this is true for coordinating promising practices to create greater transportation infrastructure and services for seniors. Thus, the case study discussion and detailed analyses are organized according to the Framework for Action categories. The Framework for Action is a community planning tool developed by the National Consortium on Human Services Transportation with the support of the Federal Transit Administration. Leaders in communities and States across the Nation developed this planning process to facilitate coordination and mobility management. Please see the *Resource Guide* for the complete Framework for Action tool accessible through many web sites including www.unitedwvride.gov.

Report Development—Partners and Stakeholders

The 14 communities showcased in this report provide insight gleaned from the most successful grassroots transportation coordination efforts of the Aging Network and their local service providers. The case studies demonstrate coordination strategies with significant measurable benefits. In today's environment of scarce resources, measurement is critical—if you can't measure it, it doesn't exist.¹

14 case studies of coordinated transportation involving leaders in the Aging Network:

- ◆ *7 Community Service Providers*
- ◆ *7 Area Agencies on Aging*

Experts in the Aging Network and in transportation services identified potential sites for this study. Additional sites were identified by the N4A 2003 survey of Area Agency on Aging transportation services and coordination. Two sets of seven sites were chosen after reviewing stakeholder and partner input to promising practices. One set of seven cases consist of community service organizations; and the other seven cases consist of Area Agencies on Aging.

¹ This bit of wisdom is often credited to Einstein, and in today's environment still holds true.

² Principle sources of data for the Profile are the U.S. Bureau of the Census, the National Center on Health Statistics, and the Bureau of Labor Statistics. The highlights incorporate the latest data available as of 12/03 but not all items are updated on an annual basis.

Key Demographic Trends in Aging and Their Implications for Transportation

The forecasted increase in older adult population concentrations in many States underscores the need for more transportation services, as communities strive to find ways to help older persons stay healthy, connected to the community and able to age in place.

The latest information on key demographic highlights show:²

- The older population (65+) numbered 35.6 million in 2002, an increase of 3.3 million or 10.2 percent since 1992. By 2030, the older population will more than double to 71.5 million.
- The number of Americans who will reach the age of 65 during the next 2 decades increased by 38 percent during this decade.
- Life expectancy is increasing and now persons reaching the age of 65 have an average life expectancy of an additional 18.1 years (19.4 years for females and 16.4 years for males).
- Older persons serve valuable roles in their communities. Almost 400,000 grandparents aged 65 or older had the primary responsibility for their grandchildren who lived with them.
- Older adults may face income difficulties with median incomes of older persons in 2002 of \$19,436 for males and \$11,406 for females.

The key is retaining independence and adapting in the face of growing chronic illness. Health status is generally expected to improve, but more older adults will experience one or more disabilities. In the future, older adults will generally be in better health than their counterparts today, due in large part to better health practices throughout their lives (National Academy on Aging, 1994). There is an accelerating trend of decreasing disability rates, and the functional limitations that do exist have become less severe. But, increases in life expectancy will create a dramatic increase in the number of older adults with disabilities. Conservative projections estimate a 68 percent increase in the number of older adults with disabilities between 1990 and 2020.

Thus, the need for mobility assistance to enable independence, especially, public transportation services, increases with age and disability level. Most older adults prefer to age in place, despite mobility challenges. Most persons now aged 50 and older expect to age in their current suburban and rural homes. The car has made suburban living practical, and contributed to a decline in public transportation and walking (Transportation Research Board, 2004). In 2000, 73 percent of individuals aged 65 and older lived in suburban and rural areas (U.S. Bureau of the Census, 2000). Mobility will be a significant challenge for

this dispersed older population. Therefore, demand for transportation services is expected to skyrocket with the above noted demographic trends. These facts underscore the immediate need for attention to infrastructure and service investments for older adults and individuals with disabilities.

The Transportation Continuum

Older adults differ greatly from each other in their transportation preferences. No single solution meets all mobility needs for all older adults. Figure 1 provides a visual representation of transportation options, often referred to as a continuum. As the figure shows, this continuum of useable transportation options changes as people age depending upon their physical and psychological capabilities. Additionally, communities differ with the availability of various types of transportation. These differences in mobility and access present myriad challenges and complexities as older adults strive to navigate along this transportation continuum. Coordination provides a potential grounding and directional link to address these issues.

Communities supporting public and private transportation options offer the greatest level of mobility to all of their residents, including older adults. A transportation service applicable at one time may not be the best choice at another time. Communities coordinating transportation resources across multiple programs and target populations achieve the greatest success in the provision of the full range of transportation services.

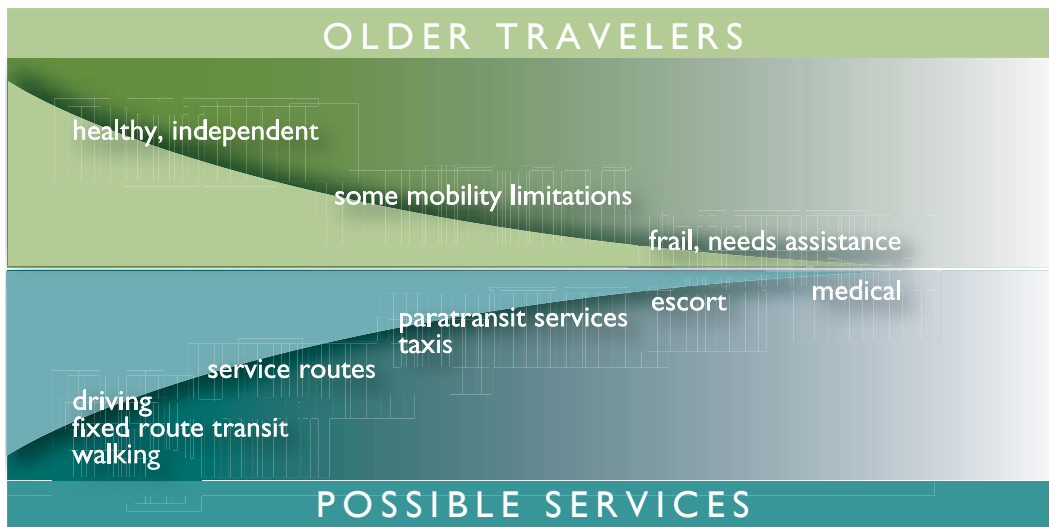


Figure 1: Transportation Options and the Needs of Individual Travelers



Coordinated Transportation Services Concepts

Coordinating transportation services is “the best way to stretch scarce resources and improve mobility for everyone” (Ohio Department of Transportation, 1997). This chapter reviews key coordination concepts as they relate to older adult transportation.

Defining Coordination

“Coordination is a technique for better resource management, in which improved organization strategies are applied to achieve greater cost-effectiveness in service delivery. Coordination is about shared power, which means shared responsibility, shared management, and shared funding (Burkhardt, et. al. 2004)”. Coordination is “a process in which two or more organizations (that may not have worked together previously) interact to

Coordination means leveraging resources — “Yellow school buses can transport more than kids” United We Ride, Puget Sound

jointly accomplish their transportation objectives (Burkhardt et al., 2004).” Coordination improves transportation services by eliminating duplicative efforts and improving the efficiency of transportation operations. Coordinating transportation means leveraging and stretching existing resources—a critical management strategy in today's environment.

Coordination and the Older Americans Act

From the very beginning, programs under the Older Americans Act encouraged State Units on Aging and Area Agencies on Aging to concentrate resources to develop and implement comprehensive and coordinated community-based systems of service for older adults. The objectives of these services are to maximize the informal support provided to older

Americans aged 60 and older to enable them to remain in their homes and communities. State Units on Aging award funds to Area Agencies on Aging, most of which use a portion of these funds to help meet the transportation needs of older persons. The Older Americans Act's emphasis on planning, coordination, and advocacy provides an infrastructure for orchestrated services and activities for older persons. Thus, the very principles of the Older Americans Act support the development of coordinated efforts.

Transportation services are one area requiring planning, coordination and advocacy for older adults. Under the Older Americans Act programs, State Units on Aging spending for senior transportation is the second highest service expenditure: more than 37 million rides for \$79.9 million. For assisted transportation: more than 2.4 million rides for \$3.6 million for 60,862 older adults. The Aging Network utilized this funding to leverage additional resources that bring the overall funding for senior transportation to more than \$200 million in FY 2002.

The Administration on Aging issued guidance in 2004 suggesting that Older Americans Act require State plans include transportation as a specific area addressed in State Units on Aging's strategic plans. The guidance encourages collaboration with the State Departments of Transportation. To date over 70 percent of Older Americans Act State plans reference transportation and almost 50 percent coordinate with other State agencies to expand older adult transportation services. In 2005, additional guidance associated with senior transportation services coordination was added for State plans which states: "In partnership with the Federal Transit Administration, AoA has developed a toolkit for State and local planners to help them assess the transportation needs of elderly individuals and to coordinate transportation services for elderly individuals in communities and across the State. State plans should address specifically how the State will apply the tools that have been provided specifically in two areas: 1) assessing the needs of the elderly for transportation services, and 2) the coordination of transportation services to assist elderly individuals in communities and across the State."

The Administration on Aging evaluation program is currently expanding outcome measures for senior transportation, so that Administration on Aging can track the provision of services, note trends and assess the level of impact of transportation programs for older adults. Many States are currently exploring the most effective outcomes useful for evaluation transportation services success. The State of Washington chose to use cost per trip as a key measure as their Agency Council on Coordinated Transportation felt this outcome most effectively met their goals and mission.³

³This is quoted in a newsletter posted on the Internet by the State of Washington; it can be found via the following URL: www.wsdot.wa.gov/acct/library/acct-ion_bulletins/2004_May.htm.

The Administration on Aging is also driving advocacy efforts to achieve choice, control and autonomy for older adults. These goals are achievable through the deployment of new models for alternative senior transportation. A major facilitator of these models is coordination to increase capacity, leverage funding, pool resources, and expand coverage.

Federal Transportation Coordination Initiatives

President George W. Bush signed an Executive Order on February 24, 2004 to enhance access to transportation to improve mobility, employment opportunities, and access to community services for persons who are transportation disadvantaged.* This order expanded upon Federal actions, substantially increasing efforts to promote coordinated transportation services for older adults, individuals with disabilities and low-income persons. In 2004, after the President's Executive Order mandated Federal agency collaboration to address coordination obstacles, over 11 Federal agencies harnessed their collective efforts in the United We Ride initiative.

- * *The President's Executive Order seeks to improve mobility, job opportunities, and access to services for people who rely on public transportation for their mobility: older Americans, individuals with disabilities, and individuals with lower incomes. Specific requirements of the Executive Order identify Federal laws and regulations that are redundant and are barriers to human service transportation coordination. The order mandates six major actions:*
- ◆ *Simplify customer access to transportation services.*
 - ◆ *Enhance cost effectiveness of service delivery.*
 - ◆ *Reduce duplication of transportation services.*
 - ◆ *Identify useful practices in coordinating human service transportation.*
 - ◆ *Recommend changes to produce effective coordination results.*
 - ◆ *Report to the White House on all of the requirements by February 2005.*

The Memorandum of Understanding Between the Administration on Aging and the Federal Transit Administration

Prior to the Executive Order, the Administration on Aging and the Federal Transit Administration worked closely together on transportation initiatives. Because the Federal Transit Administration and the Administration on Aging administer significant programs that provide transportation services to older persons through multiple public and private organizations, the Federal Transit Administration and the Administration on Aging developed a Memorandum of Understanding to assist their respective networks in the coordination of transportation services for older adults and to facilitate access to these services by older adults.

The overall goal of the Memorandum activities is to make it easier for local transportation providers to serve older people and help them remain independent and in their communities. Objectives of the Memorandum include increasing awareness of the transportation needs of older adults and the importance of developing strategies that can be used to address these needs, establishing baseline data regarding transportation services that are useful for addressing the needs of older persons, and working together to better coordinate funding opportunities for the aging and transportation networks. Details about the Memorandum are included in the *Resource Guide*.

The United We Ride Initiative

In 2004, the Federal Interagency Council on Access and Mobility launched *United We Ride*, a five-part initiative to encourage government agencies and nonprofit organizations to collaborate on transportation planning and to share resources in order to provide the best service for all their customers. The *United We Ride* efforts support the EO in the following ways:⁴

- **Framework for Action:** The Framework is a tool to help States and communities determine where they are and what needs to happen. It provides a starting point for groups at all levels to begin the dialog needed to improve coordinated services. Needs are identified and an Action Plan for implementation can be developed
- **State Leadership Awards:** These awards recognized States for their leadership in building and implementing infrastructures, policies, and programs that facilitate human service transportation coordination. The winners, announced by Secretary Mineta in February 2004, were Florida, Maryland, North Carolina, Ohio and Washington. Awards

⁴The text is from one of the United We Ride Newsletters, for this and other newsletters see URL: www.unitedweride.gov

were again issued in 2005 and announced by Secretary Mineta at the Community Transportation Association of America conference recognizing the excellence of local communities in Allegheny County, PA; Central New York Regional Transportation Authority, NY; Dakota Area Resources and Transportation for Seniors (DARTS), MN; Montachusett Regional Transit Authority, MA; RIDES Mass Transit District, IL. Two of these winning communities are featured in this report: RIDES and DARTS.

- **National Leadership Forum:** *United We Ride* hosted a forum for cross agency Governor-appointed senior leadership teams to address State initiatives, to develop action plans, and identify technical assistance needs to improve human service transportation services.
- **State Coordination Grants:** These State grants are designed to help address the gaps and needs related to human service transportation. The award criteria are flexible and simple.
- **Help Along the Way:** This technical assistance program provides hands-on assistance to States and communities in the development and delivery of coordinated human service transportation programs.

United We Ride through the leadership and support of the Federal Interagency Council on Access and Mobility is now implementing the President's Executive Order. A number of tools have already been released including an individual transportation planning document, a newly designed website, cataloguing of best practices and useful tools from many organizations are cited and linked on www.unitedweride.com.

Planning—First Step Toward Coordination

The coordination process often benefits from a well-defined sequence of activities. The Framework for Action⁵ defines such a set of actions and is built upon four premises:

- There are identifiable core elements.
- There are numerous tactical, strategic, policy, and systems advances that States and communities can make to strengthen transportation systems.
- People in States and communities know their area best.
- Process precedes action: process does not substitute for action.

By documenting actions, communities can identify areas of success and highlight the actions still needed to improve the coordination of human service transportation in terms of the following groups of activities, which are also the major steps in the framework for action planning process:

⁵The text is from one of the United We Ride Newsletters, for this and other newsletters see URL: www.unitedweride.gov/FFA-Intro.pdf.

- Making things happen by working together.
- Taking stock of community needs and moving forward.
- Putting customers first.
- Adapting funding for greater mobility.
- Moving people efficiently.

Each of the five groups of activities in the Framework for Action includes many more specific activities that further explain and develop each concept. For example, the general heading of taking stock of community needs and moving forward includes questions like “Is there an inventory of community transportation resources and programs that fund transportation services?” “Is there a process for identifying duplication of services, underused assets, and service gaps?” and “Have transportation users and other stakeholders participated in the community transportation assessment process?” The *Resource Guide*, given in a separate document, presents the detailed questions used to describe the additional activities in the Framework for Action.

This report uses the five groups of activities in the Framework for Action—working together, planning for community needs, putting customers first, adapting funding, and moving people efficiently—as a framework for these 14 case studies. In the summer of 2004, the Federal Transit Administration issued over 40 grants State Coordination Grants to assist States in (1) conducting a comprehensive state assessment using the UWR Framework for Action; (2) to develop a comprehensive State action plan for Coordinating Human Service Transportation; or (3) for those States who already have a comprehensive State action plan, grants can be used to implement one or more of the elements identified within the Framework for Action.

Transportation Coordination Benefits

Coordinating transportation services leads to

- ◆ *structural changes*
- ◆ *improved performance*
- ◆ *increased benefits*

By working for greater efficiency in the use of transportation resources, coordination can lower the costs of providing services. The combination of increased efficiency and increased effectiveness can create great improvements in unit costs, such as costs per trip, per mile, or per hour. Table 1 shows three kinds of outcomes that often result from coordinating transportation services. Coordination changes

institutional structures (numbers of providers, funding sources used, etc.) and services (service types, hours per day, areas covered, etc.). These structural outputs are reflected in

the performance measures typically used to assess transportation services (efficiency, effectiveness, and cost-effectiveness). These changes lead to beneficial outcomes such as increased consumer satisfaction, and greater community mobility and its associated benefits, such as increased health and well-being, more economic activity, and decreased institutionalization.

Table 1: Results of Coordination Transportation Services

The Structure of Local Transportation Systems Changes
<p>Transportation Service Levels Increase</p> <ul style="list-style-type: none"> • Expanded hours of service per day. • Expanded days of service per week/year. • Expanded geographic service area. • Expanded numbers and types of persons who can access services. <p>Transportation Service Integration Increases</p> <ul style="list-style-type: none"> • More funding sources being coordinated. • More funding for coordinated services. • Less duplication of routes and services. • Fewer restrictions on trip purposes and eligible riders. • Central/single source of customer access. • More centralized oversight and management of transportation services. • More agencies involved in cooperating/coordinating in joint efforts. • Fewer agencies operating single-client transportation services.
Local Transportation Performance Measures Improve
<p>Resource Efficiency Increases [more service outputs for the same resource inputs]</p> <ul style="list-style-type: none"> • Lower cost per vehicle hour or passenger mile. <p>Service Effectiveness Increases [more services consumed for the same service outputs]</p> <ul style="list-style-type: none"> • More passenger trips per vehicle hour or vehicle mile. <p>Cost Effectiveness Increases [more services consumed for the same resource inputs]</p> <ul style="list-style-type: none"> • Lower cost per trip.

Coordination Creates Positive Outcomes

Customer Satisfaction Increases

More acceptable services: greater reliability, comfort, and quality

- More accessible services:
 - greater physical accessibility.
 - greater information accessibility: 800 number, fact sheets on resources available, Web site with information on transportation options/providers/resources, other outreach efforts, mobility managers available to assist travelers with information and scheduling.
- More affordable services: reduced cost to passengers.
- More adaptable services: services can accommodate schedule changes, packages, wheelchairs, etc.
- More positive overall service assessments (ratings).

Community Mobility Increases

- More trips per person.
- More passenger trips per service area population.
- Wider range of travel opportunities available to more persons.
- Wider range of economic and other opportunities available to more persons.

Quality of Life Increases

- Greater level of independent living [fewer nursing home admissions per person].
- Decreased numbers of isolated individuals.
- Increased participation in social, community, and religious programs.
- Increased life satisfaction.
- Increased physical and mental health status.

Teamwork = Coordination

Coordination is seldom easy. Coordination depends on mutual trust, respect, and good will among all parties involved. Top down commitment is essential for success and State executive, legislative, and agency leadership involvement in coordinated transportation initiatives are essential. In fact, Governor Executive Orders and/or legislative acts forming coordinating councils seem an important component in this process. The National Conference of State Legislatures issued a report, “Coordinated Human Service Transportation, State Legislative Approaches,” in January 2005 cataloging various State approaches in this area. This report is now on the United We Ride web site noted earlier in this document. Local community engagement with stakeholders should include consumers,

We all must continue to play a leadership role in helping our nation respond to the needs of the older population. And we can't just do it in Washington. We need to do it in state houses, in county and city halls, and, yes, in corporate board rooms and small businesses.

Josefina G. Carbonell, Assistant Secretary for Aging

public and private organizations. Governance systems and leadership intervention processes that remove roadblocks to leveraging resources across agency functions are important underpinnings for successful coordination. Two major systems converge when States and communities tackle transportation coordination—the human services system and the transportation system. These two groups are symbiotic allies, as both bring different but necessary perspectives to the issues. Human services organizations bring the client view while transportation organizations provide the system view. To facilitate their linkage, these two groups may have to overcome different vocabularies, traditions, and mindsets. However, when this works, the results are more than the sum of the parts, as the upcoming case studies demonstrate.



Coordinated Transportation Case Study Highlights and Summaries

This chapter presents highlights and summaries of the detailed case studies listed in their entirety in the *Case Study Guide*. Information in this section covers:

- **Innovations and Actions taken to achieve the benefits of transportation coordination and their impacts on the lives of older adults.**
- **Descriptive characteristics of the agencies and their communities.**
- **Information on transportation services provided, coordination partnerships, and key funding sources.**
- **The beneficial outcomes of coordination realized at these sites.**
- **Summaries of activities through the Framework for Action planning process.**
- **Future opportunities and challenges facing these communities.**

Activities and Innovations

This chapter organizes innovations and actions by the Framework for Action categories. Within each category, a table lists the key strategies, techniques, and activities each of the case studies demonstrated. Below is a list of some of the more innovative approaches noted in these tables:

- Working with both nonprofit and for-profit providers, including healthcare foundations for funding and trip provision.
- Coalition building with regional providers to leverage funds.
- Joint fundraising and purchasing of equipment, both vehicles and infrastructure such as computers.
- Setting formal agreements with all major stakeholders, in one case more than 50 organizations.
- Partnership arrangement with local grocery stores.

- Formal needs analysis captured, maintained and updated in a dynamic database with analysis driving the formal transportation plan, in some cases resulting in planning documents for a period greater than 5 years.
- Serving as a broker or State-designated transportation coordinator for all programs.
- Use in technology for consolidated scheduling, billing, tracking, and dispatching.
- Mystery riders to control for quality.
- Institution of a ‘hospitality culture’ to address customer satisfaction.
- Ridesharing across different programs and vehicles, such as using school buses during off hours.
- Vouchers and ride discount coupons, pre-purchased riding cards as well as volunteer driver programs and non cash service exchange for low-income riders.
- Exploring non traditional revenue sources such as directed property tax funding from the local community.
- Centralized driver training and older adult driver training programs—often older drivers are great volunteers for on-demand transportation services.
- Loaning vehicles to local churches to provide additional services through volunteers, increasing outreach and support for enhanced transportation services through faith-based initiatives.

These and other actions resulted in expanded service hours, days, and geographic coverage; increased service efficiency, service effectiveness, cost effectiveness, and customer satisfaction; enhanced community mobility; and improved quality of life.

Aging and Community Characteristics

The 14 case studies offer examples of coordinated transportation solutions from various locations around the Country. They also offer significant variations in terms of service area size, types of communities served, service types and levels of service provided, annual budgets, funding sources, and coordination partners.

- **Service Area Size:** Service areas range from 25 square miles (Arlington County, Virginia) to more than 11,000 square miles (East Central Illinois, Area IV in Idaho, Malheur County in Oregon) to 23,000 square miles (the Council on Aging and Human Services Transportation's 9-county service area in eastern Washington State and western Idaho). Total service area populations range from 55,000 (Malheur County) to more than 1 million persons (South Carolina Appalachian Council of Governments).
- **Types of Communities Served.** Many of the 14 cases serve a mix of urban, suburban, and rural areas. Arlington County, part of the Washington, DC, inner suburban ring of communities, is the most highly urbanized. Systems serving communities like Monroe

County, NY, and Wichita, KS, have more urban than rural riders; systems in eastern Indiana, Idaho, and Virginia's Shenandoah Valley serve more rural than urban riders. Washington State's Council on Aging, RIDES, and Oregon's Malheur County probably serve the most highly rural areas.

Coordination efforts at each of these 14 sites led to significant improvements in transportation services for older adults. Tables 2 and 3 identify the 14 sites and provide highlights of the activities and innovations at each site.

Table 2: Promising Practices in Coordinated Transportation Services Major Activities and Innovations in the Local Communities

Community Service Organizations		
Program	Main Office	Activities and Innovations
Community Association for Rural Transportation, Inc.*	Harrisonburg, Virginia	As a recently established broker/provider for residents of this largely rural region, the Community Association has evolved into a mobility resource and advocacy center for persons with specialized transportation needs and members of the general public.
Council on Aging and Human Services Transportation	Colfax, Washington	The Council is a provider/broker in nine counties and two States and one of the most coordinated transportation services in the Nation. The Council has been coordinating with many agencies and funding sources for nearly 30 years in a very large rural area with many types of riders and significant local tax support.
Dakota Area Resources and Transportation for Seniors	West St. Paul, Minnesota	Through a central dispatch office, the service provides and brokers trips within Dakota County. Programs include bus service, sharing rides, buses, drivers, and maintenance services for other providers in the county.
Medical Motor Service	Rochester, New York	As part of a local partnership of independent human service agencies, this multiservice nonprofit community organization has provided and brokered specialized transportation services to older adults and persons with disabilities using a wide variety of public and private funding sources for 85 years.
Partners In Care	Severna Park, Maryland	Partners In Care provides door-through-door transportation services to passengers in need of special care. Members in the organization donate time through a formal service exchange program that enhances community interaction and decreases social isolation.
RIDES Mass Transit District	Harrisburg, Illinois	RIDES has been providing highly coordinated public transportation services in a large rural area of nine counties in southeastern Illinois for many years. Approximately one-third of the rides provided to social service agencies in the region are for senior transportation.
St. Johns County Council on Aging Transportation Program, and the Sunshine Bus Company	St. Augustine, Florida	Dynamic leadership and an enlightened public relations approach to customer, worker, and community satisfaction changed an under-performing service into an award winner with a large expansion in transportation responsibilities. Applies advanced technologies, serves multiple rider types including the general public, offers hands-on service, and uses a hospitality focus.

* One of the case studies discusses an innovative program called Community Association for Rural Transportation, no longer in operation as of the date of this publication.

Table 3: Promising Practices in Coordinated Transportation Services Major Activities and Innovations in the Local Communities

Area Agency Programs		
Program	Main Office	Activities and Innovations
Area IV Agency on Aging Senior Transportation Program	Twin Falls, Idaho	Using a small, low-budget system, this Agency on Aging provides public transportation services to older adults in an eight-county rural region at low per trip costs using volunteers and multiple modes.
Arlington Agency on Aging Transportation Options	Arlington, Virginia	This Agency on Aging serves as an advocate/catalyst, information and referral center, funder, and provider of transportation services for older adults. In this dense urban county, there are multiple travel modes for older adults, which is a confusing situation for many older travelers.
East Central Illinois Area Agency on Aging Transportation Service Providers	Bloomington, Illinois	The Agency on Aging provides funding and also supports and facilitates planning processes of transportation service providers in 16 counties with diverse geography and population.
Malheur County Special Transportation System	Ontario, Oregon	This nonprofit organization provides transportation in a large rural area including counties in neighboring Idaho. The Malheur County System is the sole provider of public transportation services in the region and coordinates dispatching for State volunteer drivers.
The New InterUrban Rural Public Transportation System	Yorktown, Indiana	Since 2001, the InterUrban System has provided and contracted for rural public transportation services in rural portions of seven counties that had not had service for decades. Connections to the major local urban transit system are also provided.
Sedgwick County Transportation Brokerage	Wichita, Kansas	The Sedgwick County Department on Aging administers a three-county coordinated transit district. The Brokerage provides some trips and brokers others through a wide range of vendors. Multiple trip types are offered at a wide range of costs for older adults and others.
South Carolina Appalachian Council of Governments	Greenville, South Carolina	This Agency on Aging brokers and contracts for transportation in a six-county region and serves as the information and referral center. The Agency on Aging did surveys to determine needs and took the lead in bringing service providers together to meet the needs of older adults in a more cost-effective and more user-friendly fashion. Seven days a week service is offered. The program has United Way and faith-based community support.

Transportation Services

To understand these case studies, it is important to know what they do: what transportation services are provided, which agencies are involved in coordination partnerships, and which key funding sources are used.

- Service Types.** In most instances, the lead agency operates transportation services and also obtains trips for older adults through other agencies. The exception to this pattern is the Arlington Agency on Aging, which provides information and referral services for older adults and serves as their advocate in dealings with provider agencies in their area. Some of the agencies serve as the coordinated dispatcher for their community, brokering rides through multiple nonprofit and for-profit providers (for example, Medical Motor Service). Many of the 14 agencies primarily use paid staff as drivers; Area IV in Idaho makes significant use of volunteers; and Partners In Care is solely a volunteer service, providing a high level of door-through-door personal assistance.
- Levels of Service Provided.** Most of the 14 agencies participate in coordinated operations that offer most of their trips during the week. South Carolina Appalachian Council Of Governments, Medical Motor Service, Sedgwick County Transportation Brokerage, and East Central Illinois Area Agency on Aging offer services 7 days a week. Annual rides range from 2,400 (Partners In Care) to more than 750,000 (Medical Motor Service).
- Annual Budgets.** Annual transportation expenditures range from \$100,000 (Partners In Care) to approximately \$3 million (RIDES and Dakota Area Resources and Transportation for Seniors).
- Funding Sources.** The agencies use a wide variety of funding sources to pay for the coordinated transportation services in their communities. These sources are shown in Table 4. As members of the Aging Network, all 14 agencies use Title III Older Americans Act funds for transportation services. However, Older Americans Act funding is not the only funding source for most agencies. Eleven of the 14 agencies reported receiving funding from the localities that they serve; Sedgwick County Transportation Brokerage reported receiving funding through a mileage assessment on local property taxes, which is an extremely stable revenue source. Eight agencies receive Medicaid funds for transporting Medicaid-eligible clients, and eight agencies use Section 5311 rural public transportation funds from the Federal Transit Administration. Contracts with local human service agencies providing funding at 7 of the 14 sites, and a variety of other local funding sources are used at 6 sites.
- Coordination Partners.** Geographic size and other characteristics influenced the composition of coordination partners. Some of the agencies that cover very large geographic areas (Council on Aging and Human Services Transportation, East Central Illinois Agency on Aging, and RIDES, for example) coordinate with very large numbers of Federal, State, and local agencies. City and county governments are the most frequent partners for coordinated transportation services for older adults, with 10 instances in

which local governments were involved. A variety of other local partners is next with nine cases of coordination; these other partners include public transit authorities. In six cases, Aging Network members coordinated with regional planners or service providers, local mental health institutions, local agencies serving persons with disabilities, and local volunteer groups.

Table 4: Funding Sources Used By Aging Network Sites for Coordinated Transportation Services

Funding Sources	Number of Agencies	Names of Agencies	Interesting Use of Funding Source
Older Americans Act, Title III	9 Direct 5 Through Contracts	Direct - Dakota Area Resources and Transportation for Seniors, St. Johns Council on Aging, Area IV Idaho Agency on Aging, Arlington Agency on Aging, East Central Illinois Agency on Aging, MCSTS, New InterUrban, Sedgwick County Transportation Brokerage, South Carolina Appalachian Council of Governments Contracts - Community Association for Rural Transportation, Inc., Council on Aging and Human Services Transportation, Medical Motor Service, Partners In Care, RIDES	South Carolina Appalachian Council Of Governments utilizes Title III funds to allocate service dollars by formula to the providers, including a multitude of nonprofit, public transit, and faith-based organizations that, in turn, provide the transportation services in the six-county area.
Federal Transit Administration 5309 Transit Capital	2	Council on Aging and Human Services Transportation, Area IV Idaho Agency on Aging	Area IV Idaho Agency on Aging coordinates with Trans IV College of Southern Idaho bus service that provides door-to-door services on wheelchair lift equipped buses to older adults and people with special needs utilizing 5309 Federal Transit Administration funds.
Federal Transit Administration 5310 Elderly and Persons with Disabilities	3	Community Association for Rural Transportation, Inc., Council on Aging and Human Services Transportation, South Carolina Appalachian Council Of Governments	Council on Aging and Human Services Transportation has a Community Vehicle Program allowing each community to become a subcontracted service provider for other programs and funding sources and making it possible to contract with the community for Section 5310 services.

Table 4: Funding Sources Used By Aging Network Sites for Coordinated Transportation Services (continued)

Funding Sources	Number of Agencies	Names of Agencies	Interesting Use of Funding Source
Federal Transit Administration 5311 Non Urbanized Area	8	Community Association for Rural Transportation, Inc., Council on Aging and Human Services Transportation, RIDES, St. Johns Council on Aging, Area IV Idaho Agency on Aging, East Central Illinois Agency on Aging, Sedgwick County Transportation Brokerage, South Carolina Appalachian Council Of Governments	East Central Illinois Agency on Aging works with local counties to expand their funding sources to include rural transportation funding from the Federal Transit Administration. East Central Illinois Agency on Aging seeks to promote the development of rural transportation that will provide affordable and accessible transportation for older adults.
Federal Transit Administration, 5320 Job Access and Reverse Commute	1	Council on Aging and Human Services Transportation	Council on Aging and Human Services Transportation receives funding from Federal Transit Administration to provide transportation to low income and unemployed persons in an area with few transportation options.
Federal Transit Administration, Other	1	St. Johns Council on Aging	St. Johns Council on Aging has an ITS grant that includes Geographic Information Systems, Automated Vehicle Locator service, and transit operations software to increase efficiency in trip scheduling and billing.
Federal, Other	3	Sedgwick County Transportation Brokerage - Housing and Urban Development Resident Opportunities for Self Sufficiency Medical Motor Service - Housing and Urban Development Community Development Block Grant East Central Illinois Agency on Aging - Administration for Children and Families	Sedgwick County Transportation Brokerage provides rides to a variety of populations including designated Housing and Urban Development housing residents through the Resident Opportunities for Self Sufficiency program.

Table 4: Funding Sources Used By Aging Network Sites for Coordinated Transportation Services (continued)

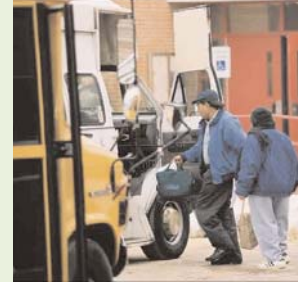
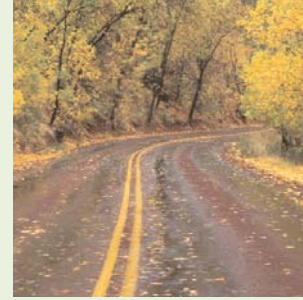
Funding Sources	Number of Agencies	Names of Agencies	Interesting Use of Funding Source
Medicaid	8	Council on Aging and Human Services Transportation, Medical Motor Service, St. Johns Council on Aging, East Central Illinois Agency on Aging, Malheur County Special Transportation System, New InterUrban, Sedgwick County Transportation Brokerage, South Carolina Appalachian Council Of Governments	Both Council on Aging and Human Services Transportation and Malheur County Special Transportation System receive funding from the State of Idaho for providing transportation services to Medicaid patients in neighboring Idaho counties.
State Transportation Funds	5	Community Association for Rural Transportation, Inc., Medical Motor Service, Area IV Idaho Agency on Aging, Malheur County Special Transportation System, New InterUrban	With grants from Indiana Department of Transportation, LifeStream was able to start general public transportation operations in rural eastern Indiana referred to as “the New InterUrban transportation services” running on roads that parallel the old public trolley tracks.
State Human Services Funds	3	St. Johns Council on Aging, Area IV Idaho Agency on Aging, Malheur County Special Transportation System	Malheur County Special Transportation System gets state funding from both Oregon and Idaho to provide transportation services to clients of human services agencies in the region.
State Funds, Other	3	RIDES- Sales Tax, St. Johns Council on Aging - Welfare-to-Work, Malheur County Special Transportation System - Special Transportation Funds, New InterUrban - Older Hoosier Revenue	Malheur County Special Transportation System receives special state transportation funds that are from cigarette taxes.

Table 4: Funding Sources Used By Aging Network Sites for Coordinated Transportation Services (continued)

Funding Sources	Number of Agencies	Names of Agencies	Interesting Use of Funding Source
County/ City/ Town Funds	11	Community Association for Rural Transportation, Inc., Council on Aging and Human Services Transportation, Dakota Area Resources and Transportation for Seniors, Partners In Care, RIDES, St. Johns Council on Aging, Arlington Agency on Aging, East Central Illinois Agency on Aging, New InterUrban, Sedgwick County Transportation Brokerage, South Carolina Appalachian Council Of Governments	The Dakota Area Resources and Transportation for Seniors is under contract to the Metropolitan Council to provide transportation to older adults, Americans with Disabilities Act passengers, welfare to work participants, and others in the metropolitan area around the Twin Cities in Dakota County. Sedgwick County Transportation Brokerage receives funding for trips for older adults from the Sedgwick County Aging and Physical Disabilities Mill Levy.
Local Agency Contracts	7	Community Association for Rural Transportation, Inc., Council on Aging and Human Services Transportation, Dakota Area Resources and Transportation for Seniors, Partners In Care, RIDES, New InterUrban, Sedgwick County Transportation Brokerage	RIDES Mass Transit District has representatives from each of the 9 counties it serves and has contracts set up with more than 50 social service agencies in the area serving a variety of populations.
United Way	4	Community Association for Rural Transportation, Inc., Council on Aging and Human Services Transportation, Medical Motor Service, Area IV Idaho Agency on Aging	Community Association for Rural Transportation, Inc. conducted focus groups for the Healthy CommUnity Council survey of community needs. The priorities identified regarding improved transportation services led to greater access and networking with the United Way that has a similar interest as the Healthy CommUnity Council priorities.

Table 4: Funding Sources Used By Aging Network Sites for Coordinated Transportation Services (continued)

Funding Sources	Number of Agencies	Names of Agencies	Interesting Use of Funding Source
Local Funds, Other	6	Community Association for Rural Transportation, Inc. - Blue Ridge Disability Service Board, Virginia Health Care Foundation Council on Aging and Human Services Transportation - Veterans, Rural Mobility Medical Motor Service - Grocery Chains, Private Insurers Partners In Care - In house fund raising, Foundation Grants Arlington Agency on Aging - MetroAccess Washington Metropolitan Area Transit Authority	Partners In Care uses a variety of methods to gather local funds including a used clothing boutique, bake sales, and other in house fund raising campaigns. In addition the method used to provide services to older adults is via a service credit exchange program. Arlington Agency on Aging assists older adults in the area to apply for eligibility to utilize MetroAccess and Specialized Transit for Arlington Residents transportation services for people with disabilities by serving as an information source and by sending volunteers to fill out the forms with older adults in the area.



Transportation Service Changes

Expanded Service Hours and Days

Dakota Area Resources and Transportation for Seniors. The program expanded its transportation services to 7 days a week from 5 a.m. to 7 p.m. Coordination with other counties and cities has expanded travel distances for its riders.

Rides Mass Transit District. RIDES services are now available 12 hours a day and, in some cases, also in the evenings. More important for rural communities is the increased frequency of trips and the rise in travel options available to residents. RIDES also transports individuals from rural outskirts and across county borders.

Area IV Agency on Aging Senior Transportation Program. Area IV expanded the days, hours, and geographic service area of transportation for older adults. Transportation is now available in both the urban and the rural areas, and on weekends in Twin Falls via Living Independent Network Corporation The Agency is pursuing 5311 funding to enable travel to rural areas.

Arlington Agency on Aging Transportation Options. The Agency succeeded in expanding the various types of services to older adults, and by educating older residents about the availability of MetroAccess and Specialized Transit for Arlington Residents, they also succeeded in increasing the range of travel opportunities for Arlington County older adults to the entire Washington Metropolitan Area.

East Central Illinois Area Agency on Aging Transportation Service Providers. The Agency achieved a 20 percent increase in medical trips to health care centers and hospitals for non emergency medical treatment since 2001. Previously, such trips were its number one unmet need. In urban areas where there is potential for duplication in trips, the Agency

encouraged older adults to use public transit so that its vehicles could be available for the rural residents, thereby expanding geographic service areas.

Malheur County Special Transportation System. The System expanded services for medical appointments such as dialysis treatments to evenings and weekends due to the flexible itinerary set up with its drivers. The Malheur County Special Transportation System implemented rider passes for intercity rides and started special trips to outlying cities for discount prices on certain days of the week.

Sedgwick County Transportation Brokerage. By providing transportation services via a variety of vendors, the Brokerage is able to offer rides 24 hours a day, 7 days a week. Each agency and vendor provides rides to different parts of the county.

Expanded Geographic Coverage

Community Association for Rural Transportation. The Association now provides public transportation services in the nonurbanized areas of Rockingham County where no public transportation existed before.

Council on Aging and Human Services Transportation. The Council is providing Americans with Disabilities Act-accessible public transportation to parts of eastern Washington and north central Idaho that previously had no public transportation.

St. Johns County Council on Aging Transportation Services. Before the Council's new services, St. Johns County residents had no public transportation to connect them with Jacksonville or other Duval County locations. Residents of the rural portions of St. Johns County have a wider range of travel opportunities and available destinations.

The New Interurban Rural Public Transportation System. LifeStream is providing public transportation to parts of eastern Indiana that did not have any public transportation prior to World War II.

Sedgwick County Transportation Brokerage. By coordinating the resources of different agencies, the Brokerage is able to transport riders to a variety of locations. The Brokerage maintains current information on all transportation resources in the tricounty area and makes referrals.

Application of Advanced Technologies

Council on Aging and Human Services Transportation. The Council was one of the first rural systems to purchase and install a modern dispatching, billing and record keeping software, providing the Council with the Nation's first comprehensive “full brokerage” software.

St. Johns County Council on Aging Transportation Services. The Council received a grant from the Federal Transit Administration that included Geographic Information Systems, Automated Vehicle Locator service, and transit operations software as part of the overall Intelligent Transportation Systems package. This led to a 45 percent reduction in office staff.

Transportation Service Efficiency

Dakota Area Resources and Transportation for Seniors. In 2003, more than 4 percent of DARTS' trips involved a transfer to another transit provider. This reduced the potential dead-head miles for these trips by an estimated 70,000 miles in a single year.

Coordinated transportation services are more efficient

Medical Motor Service. There is a strong focus on grouping trips in order to obtain the most efficient service. This is achieved through the Service's central dispatching facility and two-way radio communications with its vehicles. The Medical Motor Service central maintenance creates substantial savings for other nonprofit agencies in the County, as does the Medical Motor Service's training service.

RIDES Mass Transit District. RIDES is sharing rides and is able to charge by the seat, as opposed to other transportation providers that are charging by the vehicle. RIDES succeeded in providing trips for lower unit costs than other programs in the area had previously offered. RIDES sees savings of 40 to 60 percent compared to other transportation providers.

Area IV Agency on Aging Senior Transportation Program. The Agency on Aging continues to reimburse volunteers at 30 cents a mile in spite of rising gasoline prices and therefore is able to keep the expenses stable.

Arlington Agency on Aging Transportation Options. To reduce the costs of travel, the Arlington Agency on Aging encourages older adults to ride at nonpeak hours and in limited zones whenever possible.

Sedgwick County Transportation Brokerage. The Brokerage lowered unit costs as a result of the coordinating network. Because it is coordinating available transportation services in the area, there is no need to invest in additional vehicles to provide required services.

Transportation Service Effectiveness

Council on Aging and Human Services Transportation. The Council is able to combine different types of trips and individuals because of support from a variety of funding sources. This greater number of passengers per vehicle trip leads to higher overall system productivity.

Dakota Area Resources and Transportation for Seniors. The Dakota Area transportation service is based on shared rides. Dakota Area Resources and Transportation for Seniors averages 3.31 passengers per hour in its door-to-door service. This ratio is very favorable compared to similar transit providers. An average of more than 2.5 rides for this type of service is considered good. To be more efficient, trips are contained within jurisdictions whenever possible to minimize long-distance travel.

Medical Motor Service. The Service expanded the geographic and temporal ranges of services through its direct service and brokerage operations. Most services are now available throughout the county; some services are available 24 hours a day and 7 days a week.

Partners In Care. Trips provided by the Partners In Care program are often those not available through any other service provider because of the high level of personal attention required by many riders of this program. This program serves individuals and trips that other providers could only serve with great difficulty and expense, if at all.

RIDES Mass Transit District. RIDES promotes ridesharing and has reached an average of four trips an hour.

Area IV Agency on Aging Senior Transportation Program. The Program is making use of ride sharing to increase passenger trips. It is currently providing three to four trips an hour via dial a ride.

Arlington Agency on Aging Transportation Options. Services such as the Senior Loop and others use ride sharing as a way to increase passenger trips per hour. Ridesharing can quadruple or quintuple trip productivity.

East Central Illinois Area Agency on Aging Transportation Service Providers. The Service Providers try to arrange shared rides whenever possible. This resulted in up to 75 percent shared rides for dialysis appointments. Some long distance medical trips are difficult to schedule together. However, cooperation with health providers led to some additional joint scheduling of appointments for rural clients.

Malheur County Special Transportation System. The System is working on increasing the ride sharing in their system. As the Malheur County Special Transportation System continues to publicize the availability of these more economical trips, it is expected that the average number of trips per hour will increase and the cost per trip will decrease.

The New Interurban Rural Public Transportation System. Like other successful coordinated transportation services, The New InterUrban is able to combine different types of trips and individuals because of support from a variety of funding sources. This greater number of passengers per vehicle trip leads to higher overall system productivity.

Sedgwick County Transportation Brokerage. Because of support from multiple funding sources, the Brokerage is able to combine different types of trips and individuals on each vehicle trip. This greater number of passengers per vehicle trip leads to higher overall system productivity.

St. Johns County Council on Aging Transportation Services. As recently as 5 years ago, Council on Aging was serving 300 trips per day with 9 support staff. They are now serving nearly 600 trips per day with 4 support staff. Some of this change was achieved by emphasizing ride-sharing on their trips.

Cost Effectiveness

Community Association for Rural Transportation. The Association's coordination activities decreased its initial subsidy per specialized trip cost from \$16 to \$9.

Council on Aging and Human Services Transportation. The shared-ride strategy that increases system productivity makes trips less expensive for both the Council on Aging and the riders because many riders pay at least a portion of the total cost of a trip. The Council on Aging and Human Services Transportation has achieved a \$10.71 cost per trip figure in a very sparsely populated area.

Dakota Area Resources and Transportation for Seniors. The Dakota Area Resources and Transportation for Seniors is realizing lower costs, especially for long-distance trips. By coordinating with other transportation providers, the program is able to make use of its vehicles in a relatively well-defined geographic area and keep the cost of services down.

Medical Motor Service. The Service is providing services at less cost than is possible using other providers, so Monroe County residents and agencies are receiving more trips for a given level of expenditures. For example, the Medical Motor Service charges \$45 per hour for the services of a 25-passenger vehicle for which the transit authority would charge \$80 per hour. The Service established brokerage contracts with other providers at about one-half the cost of what some providers would charge to transport a person in a wheelchair to a dialysis facility. This was accomplished through guaranteed levels of business for specific dialysis sites. The Medical Motor Service decides whether to provide or brokers trips to multiple providers on a trip-by-trip basis, thus achieving the best level of cost effectiveness. With its dialysis program that directly reimburses travelers for their trips, the Medical Motor Service achieved direct cost savings of 63 percent on ambulatory trips and 326 percent on trips for persons using wheelchairs. The Service purchases \$125,000 per month of bus passes and tokens from the transit authority for medical and social

Ride sharing lowers costs per trip.

services trips. The bus passes and tokens are distributed by the Medical Motor Service to riders and to social service agencies who distribute them to their clients.

Partners In Care. Costs of trips provided through the Partners In Care program are less than what would be incurred for similar trips provided by other operators.

RIDES Mass Transit District. RIDES kept its prices relatively stable over time. The rise in fuel and insurance prices makes it difficult to lower costs. Trips remain affordable and the fares have not been raised in 10 years despite increases in costs.

Area IV Agency on Aging Senior Transportation Program. Costs went up and funding is lower. Consequently, the Area IV Agency is not seeing lower costs per trip. At this time, it is working on maintaining similar levels of service in spite of the less favorable economic situation.

Arlington Agency on Aging Transportation Options. Ride sharing lowers costs per trip. In addition, many of the transportation programs are based on zones that limit travel across extended geographic areas and lower costs. Cost goes down by one-third to one-half.

The New Interurban Rural Public Transportation System. The shared-ride strategy that increases system productivity makes trips less expensive for both agencies and riders because more riders share the cost of a vehicle trip. The New InterUrban achieved very good cost per trip figures of \$8.84.

Sedgwick County Transportation Brokerage. The shared-ride strategy that increases system productivity also significantly lowers per trip costs for both the Brokerage and the customers. For example, the Sedgwick County Transportation Brokerage used the shared ride strategy to provide work rides to persons with disabilities and reduced the cost of this transportation by 25 percent. As a result, the Brokerage reduced customer per trip cost by 20 percent. The Brokerage also allows consumers a choice of different transportation services with different costs.

Customer Satisfaction

Community Association for Rural Transportation. The Association's services offer area residents greater physical accessibility, much more information about travel options, subsidized trips, and wheelchair accessibility. The Community Association for Rural Transportation conducts regular surveys of riders, agencies, and trip providers and obtained very high satisfaction ratings.

Dakota Area Resources and Transportation for Seniors. Recent results of the 2003 New Rider Survey indicate that first time riders are very pleased with the program's services: 96.8 percent describe their first time experience using Dakota Area Resources and Transportation for Seniors as “very positive” and 98.4 percent recommends the service to others. In the 2003 annual Transportation Survey, 98 percent of Dakota Area Resources and Transportation for Seniors riders reported that the fares were affordable for them.

Enlightened transportation providers are in constant contact with their riders to measure customer satisfaction.

Area IV Agency on Aging Senior Transportation Program. The programs all received positive feedback. Retired and Senior Volunteer Program and Senior Companions Program conducted a number of customer satisfaction surveys with encouraging results. Trans IV, recently under new management, received much positive feedback due to the increase in personal service to the riders.

Arlington Agency on Aging Transportation Options. The Arlington Agency on Aging conducted small-scale surveys of the new transportation programs and the results show that older adults are pleased with the services. Especially noted are the timeliness and effectiveness of the services. Ninety-eight percent of survey respondents indicated great satisfaction with the service.

East Central Illinois Area Agency on Aging Transportation Service Providers. The Agency participated in several years of the Administration on Aging's Performance Outcomes Measurement Project. Results of all 3 years show a high degree of satisfaction with the services. In 2003 the majority of riders rated the performance as very good or excellent (97%), and would recommend the transportation services to friends (99%).

Malheur County Special Transportation System. Public riders using the system voiced their satisfaction with the Malheur County System's drivers and services. Both the older adults and caregivers in the area are very happy with the availability of the transportation services. Last-minute reservations and special accommodations are made whenever possible. The public requested that Malheur County Special Transportation System continue to implement more affordable fares.

Sedgwick County Transportation Brokerage. The customers appreciate the fact that, by calling one number, they access a variety of services without spending a lot of time calling around to find a ride. In a survey conducted in 2003 to assess the transportation services, 84 percent of the respondents indicated they had a good experience scheduling rides with a Sedgwick County Transportation Brokerage coordinator. Customers are now riding in vehicles that are more suitable to their needs because their application for services gathers information about their special needs (such as the use of a wheelchair or need for an attendant).

Community Mobility

Community Association for Rural Transportation. The Association's services allowed clients greater access to community services and the ability to stay in their homes longer than would have been possible without these services. Fiscal Year 2004 trips were 27 percent higher than in Fiscal Year 2003; The Community Association for Rural Transportation, Inc.'s ridership doubled in each of the previous past 5 years and is expected to double again in the Fiscal Year ending June 2005.

Council on Aging and Human Services Transportation. Because few transportation options exist for persons without cars in the region served by the Council, services

provided by the Council on Aging and Human Services Transportation greatly expanded mobility for persons with limited mobility.

Dakota Area Resources and Transportation for Seniors. By coordinating with neighboring counties and cities, the Dakota Area program enables riders to travel greater distances. While the average distance traveled is 6.6 miles, the Dakota Area Resources and Transportation for Seniors is now able to provide rides to places as far as 45 miles away.

Medical Motor Service. Drivers for the Service provide door-to-door, or even greater assistance, for many passengers. This level of assistance is more than that provided by the local transit authority or other providers. Medical Motor Service offers more frequent service over a greater span of hours than offered by other providers. The Medical Motor Service shuttle service, operated in conjunction with Wegmans Food Markets, provides shopping trips for older adults and others.

Partners In Care. This program provides mobility for some of the least mobile residents of the community, and also reduces their social isolation by encouraging them to perform certain tasks for others.

RIDES Mass Transit District. RIDES succeeded in increasing the availability of transportation services in the area. For example, RIDES is running an average of 14 daily routes from the Saline and Gallatin Counties dispatch site. Ten of these routes are available only through the coordination of contracts with local agencies. RIDES is also involved in programs that increase employment opportunities, including Welfare-to-Work and a Job Access and Reverse Commute program grant.

Area IV Agency on Aging Senior Transportation Program. The Agency's Senior Transportation Program achieved an increase in rides available to older adults since the coordination process began. Trans IV increased senior rides by 60 percent over the last 18 months owing to the partnership with the Agency's Senior Transportation Program to provide a free ride on a weekly basis. In this largely rural area, the transportation services are extremely welcome.

Coordination significantly increases community mobility.

Arlington Agency on Aging Transportation Options. In recent years, the number of transportation options and rides grew substantially and residents are more mobile than before. Five new services were added in the last 5 years.

East Central Illinois Area Agency on Aging Transportation Service Providers. The East Central Illinois Agency exceeded projected trips for older adults in 2003 by 102 percent. Survey results showed more trips to medical appointments, for shopping, to visit friends and relatives, and for social activities for older residents of East Central Illinois.

Malheur County Special Transportation System. For those who are unable to use a private vehicle, the System provides the only access to transportation in the county. In one small city, Malheur County Special Transportation System services recently replaced the city bus transportation service that were eliminated due to severe funding deficits.

The New InterUrban Rural Public Transportation System. Few other transportation options exist for persons without cars in eastern Indiana. The New InterUrban System greatly expanded mobility for persons with mobility limitations. Its integrated transfer program with the region's largest public transportation operator further expanded the impact of The New InterUrban's service.

Sedgwick County Transportation Brokerage. The Brokerage is able to offer a variety of trip types and times. The Brokerage can assist the customers in getting wherever they need to go, even out of the county, because of its communication across a wide network of providers and funders.

Quality of Life

Coordinated transportation services can substantially enhance the quality of life for seniors.

Dakota Area Resources and Transportation for Seniors. The Dakota Area Resources and Transportation program conducts annual surveys that demonstrate that the transportation services made available to them allow older adults in Dakota County to maintain their current living situation and improve their quality of life. Results of the 2003 Dakota Area Resources and Transportation for Seniors transportation survey show that 97 percent of respondents agree or strongly agree that they have been able to be more independent, maintain their current living situation, and rely less on family and friends for rides. The Dakota Area Resources and Transportation for Seniors service is personal and community based, making the travel experience more positive for the riders.

Partners In Care. These services allow individuals to continue to live independently in their own homes. They decrease social isolation and increase community interaction for

both those individuals providing and those individuals receiving services. According to program staff, members of the program report feeling more productive and responsible, both for their own lives and for others. The greater level of mobility offered by the transportation service enabled some participants more regular access to primary care medical treatment, thus increasing their overall health status and reducing their potential long-term medical costs. Members are reported to be healthier and less depressed than before participating in the program. The program has anecdotal reports about members avoiding nursing home placement because of the services they have received.

RIDES Mass Transit District. Recently, RIDES honored four riders who have been using their services for more than 20 years to get to work. These older adults, now in their 90s, were able to continue living at home, stay employed, and stay active for longer because of the RIDES transportation services. The Golden Circle Senior Center, the original provider of RIDES transportation, believes that RIDES is a crucial part of the community improving lives of older adults in the area.

Area IV Agency on Aging Senior Transportation Program. Individuals in the community expressed their thanks at increased independence. Many older adults report that, without these services, they would be unable to get out and be active. The Retired and Senior Volunteer Program and Senior Companion programs are also a benefit to the “younger old” volunteers, who are active in the community and gaining from the experiences with older adults.

Arlington Agency on Aging Transportation Options. The Arlington Agency on Aging increased attendance at the senior centers and other programs as a result of the transportation services available to residents. New residents also express their happiness with local transportation options unavailable to them before.

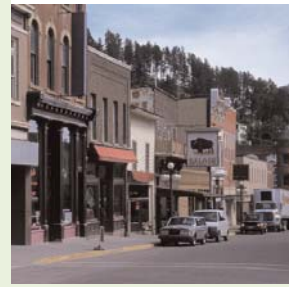
East Central Illinois Area Agency on Aging Transportation Service Providers. Survey data from 2003 indicated 85 percent of the riders felt that they got around more often than they had before this service. Riders felt that they got the number of rides needed on the days they needed (98%). Riders indicated that by using the transportation service they were able to attend a variety of activities more often than before. Many of the respondents live alone (71%). Seventy-five percent of the clients rated their emotional well being as good to excellent.

Malheur County Special Transportation System. The System provides improved access to quality health care and encourages healthy lifestyles. Fifty-three percent of the Malheur

County Special Transportation System's trips are for travel to work, access to prescriptions at local pharmacies, and medical appointments; nearly 16 percent of the trips were for social and recreational activities that include going to dinner, church, shopping, beauty shop appointments, and meal site transportation. Malheur Council on Aging and Community Services witnessed a rise in independent living in the area due to the availability of transportation services.

The New InterUrban Rural Public Transportation System. LifeStream's 2000 survey of older adults using its transportation services showed that LifeStream's transportation services for older adults were highly regarded (often higher than the services offered by comparable Area Agencies), and that the added mobility improved the quality of life of many respondents and enabled them to participate in activities that would otherwise have been impossible to reach. The results of this survey were used to convince state and local official to proceed with funding The New InterUrban's services.

Sedgwick County Transportation Brokerage. The Brokerage conducted a survey in 2003 in order to receive funding via the Older Americans Act. Seventy-seven percent of older adults and their caregivers indicated that the transportation provided to them improved their quality of life. Older adults were able to participate in activities that would otherwise have been impossible to reach. Nine percent of the respondents stated that without the transportation services they would not be able to remain in their current living situation.



Summary

This overview of 14 case studies involved in coordinating transportation services focused on who they are, what transportation services they provide, what they achieved through coordination, how they achieved their coordination objectives, and next steps. These programs all demonstrated considerable success in increasing the mobility of their senior populations by coordinating transportation services. By replicating the lessons of these 14 communities, Aging Network leaders can create significant and sustainable improvements in transportation services for older adults living in the community.

Providing rides where none were available before:

- Community Association for Rural Transportation
- Council on Aging and Human Services Transportation
- St. Johns
- LifeStream
- Sedgwick County Transportation Brokerage

These programs all demonstrated considerable success in increasing the mobility of their senior populations by coordinating transportation services.



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