UNITED WE RIDE
COORDINATING HUMAN SERVICE TRANSPORTATION

**United We Ride
Logic Model & Measures
January 2007**

Introduction
Leaders in communities and states across the country have greatly improved mobility for millions of people over the last several decades. The shift away from *providing rides* to *managing mobility* is driving the success of fully coordinated transportation systems. Successful strategies coordinate human service agencies that provide transportation with public and private transit providers and involve stakeholders, advocates and clients.

The attached *Logic Model* and *Measures* are designed as a technical assistance tool to help communities and states move their work forward (University of Wisconsin, 2005; W.K. Kellogg Foundation, 2004). This tool is designed to assist in the difficult work of coordinating systems and blending efforts across service delivery systems at the national, state, and community levels.   These tools join the *"Framework for Action"* as a means of supporting local and state efforts.

The *Framework for Action* is a comprehensive evaluation and planning tool designed to help state and community leaders and agencies involved in human service transportation and transit services, along with their stakeholders, assess and plan for coordinated transportation systems. The *Framework for Action* was developed by an "expert panel" in 2003. It focuses on a series of core coordination elements (such as working together, needs assessment, putting customers first, funding adaptations, technology, and moving people efficiently) to help groups in states and communities of all sizes assess their needs and plan their coordination efforts. The *Framework for Action* is actually two tools: one for communities and another for states. It is available at www.unitedweride.gov

The Logic Model and Measures were also developed by an "expert panel" following input of myriad stakeholder and advocacy organizations. The expert panel is also finalizing a Matrix that is designed to take the *Framework for Action* to the next level by providing communities and states with tools to take concrete action and identify their progress along the way. These tools build on the same core elements as the *Framework* and assist in defining where a community or state is on the road to building a fully coordinated comprehensive transportation system. An overall logic model (shown below) is used to illustrate the work in building a coordinated system, and outlining the system changes and accomplishments that will occur along the way.

Logic Model

Logic models are a widely used tool for program planning and change management. Logic models are useful because they provide a representation of the theory of change behind a program or initiative. There are varied approaches to the use of logic models, and no single best approach. Nevertheless the key concepts of most logic models involve inputs, outputs, outcomes and arrows that show the relationships between the elements in the model.

For the purposes of consistency and continuity, the United We Ride Logic Model has adopted the following definitions (although they may differ slightly from other logic models used at the federal, state or community level).

Situation
The conditions, causes, circumstances, factors, laws, regulations, issues, etc. that need to change in order to achieve the desired result.

Inputs
Inputs are resources that an organization takes in and then processes to produce the desired result. Resources are the human, organizational, community and financial capital needed to accomplish the work. It is important to note that inputs will likely be affected by the assumptions and forces that influence organizations, stakeholders and others at the coordination table. Examples of related inputs for United We Ride include federal programs and funding, technology, and training.

Outputs
Outputs are activities, processes, events, tools, actions or technologies that are a deliberate part of implementing a program. Outputs are what are done with the resources, and they are intended to bring about the desired result. They are quantifiable strategies that may involve many types of tactics or work, often accounted for by their number. An example of an output would be the use of the *Framework for Action* to conduct a needs assessment and planning process. Outputs are frequently misunderstood to indicate success. However, if the outputs aren't directly associated with achieving benefit, they are not indicators of success. If outputs are accomplished, they should result in initial indicators of progress. It is important to note that outputs will also affected by the assumptions and influences of organizations, stakeholders and others at the coordination table. Examples of United We Ride related outputs include action plans, transportation services, and pedestrian access.

Indicators
Indicators are initial markers of success toward achieving the desired result. Indicators should represent a positive impact on the knowledge, awareness, skills, attitudes, decisions, behaviors, etc. of the target population (such as consumers or policy makers) or on system components (such as staff skill or change in levels of leadership). They are a result of the outputs and lead to measurable short-term change in the community or state.

Indicators can be affected by a variety of external factors and influence, outside the control of those involved in the coordination effort (e.g. the resignation of a key leader). Examples of United We Ride indicators include number of partnerships, numbers of rides, and level of satisfaction with services.
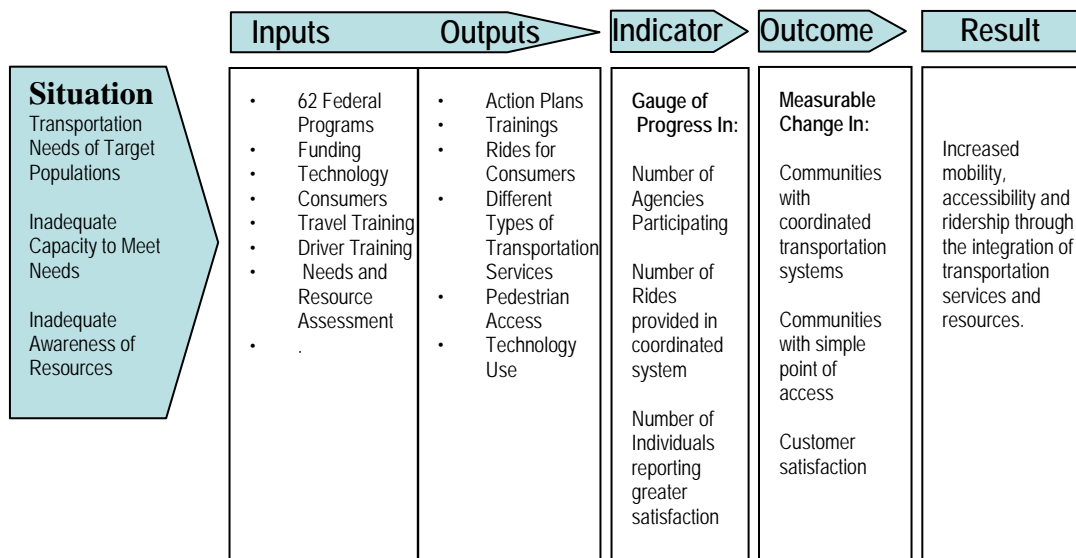
Outcomes
Outcomes are the positive changes in the community or state as a result of the indicators. Outcomes are the specific and measurable changes that will occur because of outputs and indicators. Changes may be in practice, policy, condition, action, service, operation, status, etc. Outcomes are a measurement of change in the short-term and should be designed to lead to long-term change (result). Most logic models measure short-term outcomes in a 4-6 year timeframe. Examples of United We Ride outcomes include communities with coordinated transportation systems or simplified point of access.

Result
The result is the intended longer-term, macro change that will occur in community and states systems because of the inputs, outputs, indicators and outcomes. Most logic models measure results in a 7-10 year timeframe. United We Ride related outcomes focus on increased mobility and accessibility.

United We Ride
Logic Model

Situation	Inputs	Outputs	Indicator	Outcome	Result
Situation Transportation Needs of Target Populations Inadequate Capacity to Meet Needs Inadequate Awareness of Resources	• 62 Federal Programs • Funding • Technology • Consumers • Travel Training • Driver Training • Needs and Resource Assessment • .	• Action Plans • Trainings • Rides for Consumers • Different Types of Transportation Services • Pedestrian Access • Technology Use	Gauge of Progress In: Number of Agencies Participating Number of Rides provided in coordinated system Number of Individuals reporting greater satisfaction	Measurable Change In: Communities with coordinated transportation systems Communities with simple point of access Customer satisfaction	Increased mobility, accessibility and ridership through the integration of transportation services and resources.

UNITED WE RIDE
Cross Cutting Performance Measures

Overall Desired Impact Goal:

Greater ability to autonomously participate in all aspects of life through increased access to transportation services for people with disabilities, older adults, children and youth, and individuals with lower incomes.

The way communities will reach this long-term goal is to provide easier access to more rides with higher customer satisfaction in service quality for people with disabilities, older adults, children and youth, and individuals with lower incomes.

Definition/Description:

Access to transportation for people with disabilities, older adults, children and youth, and individuals with limited incomes is critical for their physical, social, economic and psychological well-being. Transportation helps individuals to more actively participate in work, school, health, play, and other community activities. The interface between transportation, housing, health, and employment is a critical aspect of community life. As an expression of public policy—transportation provides equal access to services and opportunities in order to participate in all aspects of life. Improved access to transportation will lead to a decreased dependence on government funded service and enable people to live independently, participate in the community, contribute to society, and have an overall enhanced quality of life. To achieve this goal, United We Ride has developed three measures, an efficiency measure, an effectiveness measure and a quality measure.

Three short term goals and commensurate outcomes measures support the longer term impact goal:

Goal 1: MORE RIDES FOR TARGET POPULATIONS FOR THE SAME OR FEWER ASSETS.

Measure 1: Increase the # of rides for the same or fewer assets for people with disabilities, older adults, children and youth, and individuals with lower incomes. (Efficiency outcome)

Definition:
PM 1: To increase the number of communities and states reporting the use of shared resources (e.g., staff, equipment, funding, etc) between different agencies and organizations so that they can provide more rides for more people with disabilities, older adults, children and youth, and individuals with lower incomes **.

> *Potential Related Indicators*
> 1.1: Increase the number of individuals employed in a senior staff position to manage and coordinate all aspects of human service transportation for people with disabilities, older adults, children and youth, and individuals with lower incomes between multiple agencies and organizations.
>
> 1.2: Increase the number of agencies and funding sources by community or state participating in a coordinated human service transportation system.
>
> 1.3: To increase the number of coordinated human service transportation plans that are developed and implemented between multiple agencies at the state and local levels. (The indicator at the local level is the development and implementation of the plan; the potential national measure is the increase in the numbers of such plans).
>
> 1.4: To increase the number of rides for persons who are older, people with disabilities and individuals with limited incomes.

**Note: Communities and/or States implementing measures should consider collecting baseline data as appropriate. Selected measures may be included in studies conducted at the national level.

Goal 2 – SIMPLIFY ACCESS

<u>Measure 2</u>: Increase the # of communities with easier access to transportation services for people with disabilities, older adults, children and youth, and individuals with lower incomes. (Effectiveness outcome)

Definition:
PM 2: To increase the number of communities (e.g., urban, rural, other) which have a simplified point of access*-coordinated human service transportation system for people with disabilities, older adults, children and youth, and individuals with lower incomes so that they can have easier access to transportation services**.

> *Potential Related Indicators*
> 2.1: Increase the number of agencies, service providers and funding sources participating in a simplified point of access* to transportation services for consumers.
>
> 2.2: Increase the types of modes (e.g., bus, paratransit, taxi, volunteer, etc) included in a simple point of entry system implemented at the local level.
>
> 2.3: Increase the numbers of individuals with disabilities, older adults, children and youth, and persons with limited incomes accessing transportation services within a simplified point of entry -coordinated human service system.

 * Note: Simplified point of access is defined as an easy and single entry point for consumers who are accessing transportation services regardless of the target population, funding agency, transportation provider, or type of transportation service being provided.

**Note: Communities and/or States implementing measures should consider collecting baseline data as appropriate.

Goal 3: INCREASE CUSTOMER SATISFACTION

Measure 3: Increase the quality of transportation services for people with disabilities, older adults, children and youth, and individuals with lower incomes (Customer Satisfaction outcome)

Definition
 PM3: To increase the level of customer satisfaction reported in areas related to the availability, the affordability, the acceptability, and the accessibility of transportation services for people with disabilities, older adults, children and youth, and individuals with lower incomes**.

Potential Related Indicators
> 3.1: Increase the % of people with disabilities, older adults, children and youth, and individuals with lower incomes who feel that transportation services are more available.
>
> 3.2: Increase the % of people with disabilities, older adults, children and youth, and individuals with lower incomes who feel that transportation services are more accessible.
>
> 3.3: Increase the % of people with disabilities, older adults, children and youth, and individuals with lower incomes who feel that transportation services are more affordable.
>
> 3.4: Increase the % of people with disabilities, older adults, children and youth, and individuals with lower incomes who feel that transportation services drivers are more courteous and helpful.

**Note: Communities and/or States implementing measures should consider collecting baseline data as appropriate.