



FRAMEWORK for ACTION



Building the Fully Coordinated
Transportation System

Self Assessment Tools for

- Communities
- States

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A FRAMEWORK FOR ACTION

Building the Fully Coordinated Transportation System

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.

The strategy coordinates human service agencies that support transportation with public and private transit providers. Such systems have gone far in meeting the needs of consumers who must have access to healthcare, jobs or job training, education and social networks. Coordinated transportation systems also increase the ability of government officials, at all levels, to make the most efficient and effective use of limited resources.

A Framework for Action: Assessment Tools

The Assessment Tool for Communities and States can help local and statewide transportation agencies work toward achieving their mobility goals – as well as their financial goals.

Greater Mobility, Bigger Impact

Transit agencies benefit when they coordinate services with local human service and community providers.

As the following examples demonstrate, these strategies can help save money and improve services at the same time.

SMART

The Suburban Mobility Authority for Regional Transportation (SMART) is the transit agency for three counties in southeast Michigan near Detroit. SMART combines innovative technologies with community partnering to provide \$7 million in transportation funds to 50 communities for cost-effective and flexible local transportation services. If SMART provided all of these services directly, the cost would be nearly 40 percent more – or \$2.7 million every year.¹

Kentucky Takes Lead

Coordinating human funding resources to deliver coordinated service programs is also paying dividends. In Kentucky, the governor established a single coordinated human service transportation fund from among several state-administered human service programs. The model established a series of transportation brokers throughout the state whose job it was to secure the most cost effective transportation delivery for the human service clients of the various programs involved. According to a University of Kentucky study, the cost per ride was reduced by almost 20 percent with significantly more rides available to clients. The riders report the new transportation service is as good as the service they received from providers hired by individual programs.

Miami Saves Money

Specific strategies such as transit passes can result in savings as well. In Miami, Florida, coordinating Medicaid transportation with public transportation resulted in a win-win situation for the local Medicaid agency and the transit provider and Medicaid customers.

¹ Unless otherwise noted, all cost saving data are drawn from the **Economic Benefits of Coordinating Human Services Transportation and Transit Services** by Jon E. Burkhardt, David Koffman, and Gail Murray (Washington, DC: National Academy of Sciences, Transportation Research Board, 2003). This report can be found at http://gulliver.trb.org/publications/tcrp/tcrp_rpt_91.pdf.

By issuing transit passes to allow some Medicaid customers to use less-expensive fixed route transit instead of more expensive paratransit or taxi trips, the Medicaid agency saves more than \$7 million in transportation costs every year.

If the nation's 20 largest cities would institute similar transit pass programs for appropriate clients who could use transit conveniently, a savings to the Medicaid program of \$100 to \$200 million could be generated annually. Additionally, this strategy provides an opportunity for riders to benefit from existing transportation systems, offering greater mobility and independence.

Riverside County TRIP Provides Mobility

Finding informal providers can save money and improve services. In Riverside County, California, just east of Los Angeles, the Transportation Reimbursement and Information Project (TRIP) complements public transportation by reimbursing volunteers to transport individuals where no public transportation service exists or when an individual is too frail to use other transportation. Public transportation services would cost at least \$1.5 million more than the transportation services provided by TRIP.

A New Tool for Building Shared Understanding and Action

In each of these efforts there was a roadmap, a framework for action, which brought group partners together around a strategy.

Forming a partnership and marshalling efforts toward a single goal takes dedicated leadership and participation from all partners. Partners in coordinated efforts – providers, client agencies, sister agencies, public officials, advocates and others – must be able to see the big picture to achieve the group's goals. Too often, individuals are knowledgeable about their particular system but lack a full understanding of the big picture. Building shared understanding is essential to solving problems together.

About the Self Assessment Tool for Communities and States

This new tool, the Framework for Action: Building the Fully Coordinated Transportation System helps stakeholders realize a shared perspective and build a roadmap for moving forward together. The Framework for Action was developed by analyzing the transportation coordination efforts in states and communities and successful models, with the advice and guidance of an expert panel.

This assessment tool can be used by itself, or it can be an essential element of developing a work plan, a strategic plan, or some other plan.

What you are reading now is one part of the toolkit. The Federal Coordination Council on Access and Mobility web site (<http://www.fta.dot.gov/CCAM/www/index.html> or www.ccam.gov) has a full set of resources to assist you in your effort, including: a facilitator's guide that can help you design and manage the group process and a set of informational resources keyed to the topics in the toolkit.

Most importantly, the Framework for Action is not just another planning tool. It is a planning and action tool that helps states and communities understand where they are, define their priorities, and move towards specific actions.

How it Works

The self-assessment tool focuses on a series of core elements that are represented in categories of simple diagnostic questions to help groups in states and communities assess their progress toward transportation coordination based on standards of excellence.

There are actually two tools: one for communities and another for states. Each follows a similar process. A group is convened to work together. This can be an existing group like an interagency council, an agency board of directors, or a standing advisory group. It can also be a group of stakeholders such as transportation providers, client agencies, human service advocates, and others.

<p>Step 1</p>	<p>Individual Assessments</p> <p>The first step is for each person to individually assess the system using the progress ratings to answer each of the questions.</p>
<p>Step 2</p>	<p>Discuss Individual Assessments</p> <p>After the individual assessments are complete, the group partners share their findings, notes, and solutions for improvement. The conversation explores questions such as: <i>Where are we doing well? Where do we need to do much better? What does it take to get to the next level?</i> Inevitably, everybody will not agree. That's where the learning occurs. <i>Why do some think we work well together and others not? Why do some think we have used technology well and others not?</i> Discussion can help increase people's understanding of the big picture as well as identify progress and problem areas.</p>
<p>Step 3</p>	<p>Develop an Action Plan and Take Action</p> <p>Once the group achieves clarity on its assessment, the next step is to take action, focusing on the areas where the group agrees it needs to do better and developing strategies and steps for moving forward. This goal becomes the community's or the state's Framework for Action, bringing focus and strategy to the efforts of the group.</p>

Why Your Participation is Vital

The direct benefits of more effective coordination are clear. Nationally, \$700 million could be saved, according to a conservative estimate from a study conducted by the National Academy of Science's Transportation Research Board. The examples given illuminate how services can be improved at the same time.

The indirect benefits are equally important. Transportation is a lifeline. Without the ability to reach jobs, health care, and other community support services, it is difficult for citizens to join the economic mainstream or to fully participate in community life. Individuals can't get a job if they can't reach a job. Individuals can't avoid acute care medical costs if they can't reach routine, preventive health care facilities. The lack of affordable and useable transportation options frustrates the ability of many citizens to achieve economic and personal independence.

More progress at all levels – federal, state, and local – is critical. Millions of riders across the country depend on human service agencies, public transportation systems and private transit providers to implement financial and bureaucratic strategies to build a seamless system that is convenient, safe, and cost effective. The Framework for Action can help you make that journey successfully.

A FRAMEWORK FOR ACTION
BUILDING THE FULLY COORDINATED
TRANSPORTATION SYSTEM

A Self Assessment Tool for Communities

A SELF ASSESSMENT TOOL FOR COMMUNITIES

Section 1: Making Things Happen by Working Together

Driving Factor Individuals and organizations are catalysts for envisioning, organizing, and sustaining a coordinated system that provides mobility and access to transportation for all.

1 Have leaders and organizations defined the need for change and articulated a new vision for the delivery of coordinated transportation services?

Decision Helpers

- Leaders in human services agencies and public transportation have acknowledged that the existing network of transportation services is not yet sufficiently efficient, cost effective, or flexible enough to meet the mobility needs of people in the community or region.
- A clear and inspiring vision statement for improved service and resource management through coordination is supported by all partners and is regularly revisited to ensure its vitality.
- The vision drives planning and action.

Using Decision Helpers

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

Progress Rating

Circle one rating that best describes your program



2 Is a governing framework in place that brings together providers, agencies, and consumers?
Are there clear guidelines that all embrace?

Decision Helpers

- A shared decision-making body such as a coalition, lead agency, advisory board, and/or working group is taking a leadership role.
- The shared decision-making body includes public and private transportation providers, non-profit human services agencies, health providers, employment providers, and consumers.
- Those at the table are clear about and comfortable with the decision-making process, whether it is based on consensus or majority rule.
- Roles and responsibilities are outlined in a formal, written agreement.
- The shared decision-making group communicates effectively with those not at the table.
- The group meets regularly, establishes strategic and measurable goals and objectives, follows a work plan, and regularly evaluates its progress and performance.

Progress Rating

Circle one rating that best describes your program



3 Does the governing framework cover the entire community and maintain strong relationships with neighboring communities and state agencies?

Decision Helpers

- The shared decision-making body covers an appropriate area, such as a region, and maintains collaborative working relationships with neighboring areas and with human service and state transportation agencies.
- The relationships are used to address service issues such as ensuring transportation services can cross jurisdictional boundaries, customers have access to easy transfer points, and that service is provided to individuals where transportation gaps exist or when people are too frail to use public transportation.
- The relationships are also used to work on policy and financial issues to create a framework that enhances coordination.

Progress Rating

Circle one rating that best describes your program



4 Is there sustained support for coordinated transportation planning among elected officials, agency administrators, and other community leaders?

Decision Helpers

- The shared decision-making body has sustained support for coordination by calculating and communicating the specific benefits to community stakeholders.
- Elected officials, agency administrators, and community leaders have been active in coordinated transportation services planning.
- It is widely recognized and accepted that transportation must be integrated into community initiatives related to aging, disability, job training, health care, and services to low-income persons.
- Community leaders provide sufficient staff and budget and provide leadership on policy initiatives to support coordination efforts.

Progress Rating

Circle one rating that best describes your program

Needs to Begin



Needs Significant Action



Needs Action



Done Well



5 Is there positive momentum? Is there growing interest and commitment to coordinating human service transportation trips and maximizing resources?

Decision Helpers

- Participation in and budget support for coordination initiatives are regularly increasing.
- Agencies are actively working together to ensure that service information, routes, and vehicles are coordinated; funding deployment is coordinated; and policies allow for better resource management and increased ridership.
- Momentum has been maintained even through difficult events such as budget crises and changes in leadership.

Progress Rating

Circle one rating that best describes your program

Needs to Begin



Needs Significant Action



Needs Action



Done Well



EVALUATION

Section 1

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

Needs to Begin



Needs Significant Action



Needs Action



Done Well



Notes: _____

A SELF ASSESSMENT TOOL FOR COMMUNITIES

Section 2: Taking Stock of Community Needs and Moving Forward

Driving Factor A completed and regularly updated community transportation assessment process identifies assets, expenditures, services provided, duplication of services, specific mobility needs of the various target populations, and opportunities for improvement. It assesses the capacity of human service agencies to coordinate transportation services. The assessment process is used for planning and action.

6 Is there an inventory of community transportation resources and programs that fund transportation services?

Decision Helpers

- All entities in the region that buy, sell, or use transportation services have been identified.
- The inventory encompasses public transit systems, community non-profits, churches, schools, and private providers such as taxis.
- Transportation services provided by different federally funded programs such as Meals on Wheels, Medicaid, Head Start, Vocational Rehab Services, Independent Living Programs, employment services, and other programs have been identified and their scope of services catalogued.

Progress Rating

Circle one rating that best describes your program



7 Is there a process for identifying duplication of services, underused assets, and service gaps?

Decision Helpers

- All entities providing transportation service in the region have been surveyed and information has been collected on geographic areas serviced, spending for transportation, types and number of trips provided, hours of operation, cost per trip, sources of funds, number and types of vehicles, number of trips per day/hour, and type of maintenance.
- Agencies providing travel training and eligibility assessments have been identified.
- The data has been analyzed to assess service duplication, underutilized assets, and inefficient service delivery.
- The data and the analysis have been shared with the decision-making body, community leaders, and others to drive and enhance coordination efforts.
- The data is regularly updated to ensure its ongoing value.

Progress Rating

Circle one rating that best describes your program



8 Are the specific transportation needs of various target populations well documented?

Decision Helpers

- Information and data that outlines the needs and expectations of individuals with disabilities, older adults, youth, job seekers and persons with low-incomes has been collected.
- Non-users of transit have been asked through surveys, focus groups, or similar means to identify what characteristics would make transit an attractive choice.
- Major health and human service agencies have been asked through surveys, focus groups, or similar means to articulate what would motivate their clients to ride public transit.
- The data has been analyzed and used by the shared decision-making body to drive the coordination planning process.

Progress Rating

Circle one rating that best describes your program



9 Has the use of technology in the transportation system been assessed to determine whether investment in transportation technology may improve services and/or reduce costs?

Decision Helpers

- The current use of transportation technology by transportation providers, service agencies, and advocacy groups for scheduling, dispatching, reservations, billing, and reporting has been assessed.
- Research has been conducted on ways in which investments in transportation technology can improve services and/or reduce costs.
- The survey and research data has guided decision making about adopting new technologies.
- The local provider is investigating ways, such as pooled acquisition, to help transportation providers, service agencies, and advocacy groups acquire transportation services technology.
- Ongoing discussions about using technology for coordinated transportation are conducted among providers and client agencies through list serves, face-to-face forums, and other means.

Progress Rating

Circle one rating that best describes your program



10 Are transportation line items included in the annual budgets for all human service programs that provide transportation services?

Decision Helpers

- Each human services agency participating in transportation coordination has listed transportation costs as a separate item in its budget to facilitate a strategic planning process for transportation services.
- These agencies have completed an analysis of how improved coordination can extend their current transportation resources and/or reduce the amount of funds spent on transportation.

Progress Rating

Circle one rating that best describes your program



11 Have transportation users and other stakeholders participated in the community transportation assessment process?

Decision Helpers

- Stakeholder groups throughout the community have been systematically included in the assessment process through meetings, surveys, focus groups, and other means.
- Customers representing people with disabilities, older adults, and low-income populations serve on work groups and are actively engaged in the assessment and planning process.

Progress Rating

Circle one rating that best describes your program



12 Is there a strategic plan with a clear mission and goals? Are the assessment results used to develop a set of realistic actions that improve coordination?

Decision Helpers

- A regularly updated strategic plan or similar document has tangible goals and objectives, timelines, and methods for measuring performance and evaluating benefits.
- The mission and program goals are sufficiently long-range, comprehensive, and compelling to transcend changes in leadership or circumstances, conflicts over power and control of resources, and competing goals or personalities.
- Priorities for coordinating transportation services and a strategic action plan for achieving them were developed through open and informed discussions among all stakeholders.

Progress Rating

Circle one rating that best describes your program



13 Is clear data systematically gathered on core performance issues such as cost per delivered trip, rider ship, and on-time performance? Is the data systematically analyzed to determine how costs can be lowered and performance improved?

Decision Helpers

- Operations planning and service planning are priorities in our system.
- Data in core performance areas is collected, disseminated, and analyzed.
- In addition to typical reviews, there are efforts to lower costs and improve performance through exploring new and creative means to provide services.

Progress Rating

Circle one rating that best describes your program



14 Is the plan for human services transportation coordination linked to and supported by other state and local plans such as the Regional Transportation Plan or State Transportation Improvement Plan?

Decision Helpers

- Human service agency representatives participate in transportation planning together with metropolitan or rural planning organizations, taking full advantage of their resources and coordination expertise.
- The cross-participation has created a set of mutually supportive and linked plans that actively strengthen coordination efforts.

Progress Rating

Circle one rating that best describes your program



15

Is data being collected on the benefits of coordination? Are the results communicated strategically?

Decision Helpers

- To maintain support for transportation coordination, the benefits of coordination are routinely documented and communicated to community leaders and the public.
- The number of individuals that receive transportation services, the types of services they receive, and the costs associated with those services are all tracked.
- There is also a focus on collecting information on the economic and quality of life benefits of connecting people to jobs, health care, education, training, and social support networks.
- The results are regularly published and disseminated for community members, elected officials, and agency leadership.
- Presentations are made throughout the year at local committee meetings to help agencies and organizations recognize the needs and the opportunities for coordinated transportation services.

Progress Rating

Circle one rating that best describes your program



EVALUATION

Section 2

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



Notes: _____

A SELF ASSESSMENT TOOL FOR COMMUNITIES

Section 3: Putting Customers First

Driving Factor Customers, including people with disabilities, older adults, and low-income riders, have a convenient and accessible means of accessing information about transportation services. They are regularly engaged in the evaluation of services and identification of needs.

16 Does the transportation system have an array of user-friendly and accessible information sources?

Decision Helpers

- Information about transportation services and options is easy to obtain in the community.
- There is a “one-stop” resource such as a toll-free number or a Web site where consumers can obtain information about service and schedules and make reservations regardless of provider.
- There are “mobility managers” within human service agencies who advise their clients about transportation options.
- Information is accessible and can be obtained in electronic, Braille, or large-print formats.
- Customer representatives are available to assist first time users or people needing extra help.
- The system is designed for the general public as well as for people with special needs and clients of human service agencies.
- Technology is used effectively to enable and support information systems.

Progress Rating

Circle one rating that best describes your program



17 Are travel training and consumer education programs available on an ongoing basis?

Decision Helpers

- Persons with disabilities and others can avail themselves of travel training programs to learn how to safely ride public transportation.
- There are transitional programs for older adults and others that help individuals recognize and feel comfortable with alternative transportation options if and when they are not able to drive a car.
- Consumer education programs are available to help new or potential riders learn how to use the system, including learning how to read a schedule, how to identify the bus number, how to pay the fare, where to wait for the bus, and other key skills.

Progress Rating

Circle one rating that best describes your program



18

Is there a seamless payment system that supports user-friendly services and promotes customer choice of the most cost-effective service?

Decision Helpers

- Regardless of the funding source for each particular trip, the customer or client uses the same payment mechanism each time.
- If there is a fixed route system, a transit pass has been implemented to encourage riders to choose lower-cost fixed route services. The billing process is transparent to the consumer.
- The seamless payment system enables customers to choose appropriate cost-effective transportation services.
- These payment systems may include universal payment cards, fare cards, and similar mechanisms.
- Up-to-date technology is being used to support and manage this system.

Progress Rating

Circle one rating that best describes your program



19

Are customer ideas and concerns gathered at each step of the coordination process? Is customer satisfaction data collected regularly?

Decision Helpers

- Customer input was gathered during the planning and needs assessment process through town meetings, surveys, focus groups, or similar means.
- Consumer representatives are active members of advisory and other work groups. In addition, a customer service-monitoring program provides information for a yearly “report card” or similar status report.
- Customers are encouraged to submit suggestions, complaints, and compliments. Actions are taken on complaints within 24 hours of receiving them.

Progress Rating

Circle one rating that best describes your program



20 Are marketing and communications programs used to build awareness and encourage greater use of the services?

Decision Helpers

- There are active marketing and communications programs that promote the ease and accessibility of coordinated transportation services.
- The programs use an array of media such as direct marketing, public service announcements, advertisements in local newspapers, and articles and notices in newsletters of various community organizations.
- Information is also disseminated through human service agencies, employment specialists, health care providers, and civic organizations and churches.

Progress Rating

Circle one rating that best describes your program



EVALUATION

Section 3

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



Notes: _____

A SELF ASSESSMENT TOOL FOR COMMUNITIES

Section 4: Adapting Funding for Greater Mobility

Driving Factor Innovative accounting procedures are often employed to support transportation services by combining various state, federal, and local funds. This strategy creates customer friendly payment systems while maintaining consistent reporting and accounting procedures across programs.

21 Is there a strategy for systematic tracking of financial data across programs?

Decision Helpers

- Systems have been created to enable the tracking and sharing of financial data across programs.
- Participating agencies have agreed on common measurements and definitions to support the tracking system.
- Up-to-date technology is being used to support and manage this system.

Progress Rating

Circle one rating that best describes your program



22 Is there an automated billing system in place that supports the seamless payment system and other contracting mechanisms?

Decision Helpers

- A technology interface has been implemented that allows transportation providers to track clients from multiple agencies and funding sources and submit both the report and the bill electronically to the appropriate agency.
- The system effectively supports grant monitoring and reporting requirements.

Progress Rating

Circle one rating that best describes your program



EVALUATION

Section 4

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



Notes: _____

A SELF ASSESSMENT TOOL FOR COMMUNITIES

Section 5: Moving People Efficiently

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

23 Has an arrangement among diverse transportation providers been created to offer flexible services that are seamless to customers?

Decision Helpers

- A system to coordinate numerous transportation providers, such as a brokerage, has been established.
- Providers, such as public transit agencies, taxi and other private paratransit operators, school transportation operators, nonprofit faith and community based organizations, and human service non-profit agencies, are systematically engaged and blended with informal transportation providers (recognizing that the most cost effective travel for some may be paying a neighbor for mileage) to create an array of flexible services for the customer.
- The “broker” identifies the most cost effective transportation provider appropriate to the client’s needs, schedules the trip, dispatches the services, bills the appropriate funding source, and tracks the utilization and data associated with the trips.

Progress Rating

Circle one rating that best describes your program



24 Are support services coordinated to lower costs and ease management burdens?

Decision Helpers

- Systematic studies have been completed in our communities which have led to the coordination of essential support services for transportation providers.
- These may include joint purchasing and/or leasing of equipment and facilities; shared maintenance facilities; maintaining a single phone number for customers; maintaining a shared internet information system; using a single or coordinated fare mechanism; sustaining coordinated reservation, dispatching, scheduling, and payment systems; or establishing a single entity to provide human service transportation to all participating human service agencies.

Progress Rating

Circle one rating that best describes your program



25 Is there a centralized dispatch system to handle requests for transportation services from agencies and individuals?

Decision Helpers

- Agency case managers and mobility managers find it easy to schedule regular and one-time trips for their clients through a centralized dispatch system or a similar mechanism appropriate to your locale.
- Agency clients and the general public can easily schedule trips using the dispatch system.
- The dispatchers can help agencies and individuals wisely choose from available transportation alternatives.
- There are also mechanisms, such as transit passes, to reduce dependency on individualized services.
- Technology is used to enhance overall dispatch services, including communication with drivers and passengers, scheduling and mapping routes, locating vehicles, and other critical aspects.

Progress Rating

Circle one rating that best describes your program



26 Have facilities been located to promote safe, seamless, and cost-effective transportation services?

Decision Helpers

- Location decisions for common destinations such as the offices where clients are served have taken transportation issues into account.
- Services are co-located or near to each other to reduce transportation needs.
- Pickup locations, which can be used by any transportation provider, are safe and accessible.

Progress Rating

Circle one rating that best describes your program



EVALUATION

Section

5

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



Notes: _____

FRAMEWORK FOR ACTION:

OVERALL COMMUNITY SELF-ASSESSMENT

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

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

Section	1	Making Things Happen by Working Together	Needs to Begin 	Needs Significant Action 	Needs Action 	Done Well 
Section	2	Taking Stock of Community Needs and Moving Forward	Needs to Begin 	Needs Significant Action 	Needs Action 	Done Well 
Section	3	Putting Customers First	Needs to Begin 	Needs Significant Action 	Needs Action 	Done Well 
Section	4	Adapting Funding for Greater Mobility	Needs to Begin 	Needs Significant Action 	Needs Action 	Done Well 
Section	5	Moving People Efficiently	Needs to Begin 	Needs Significant Action 	Needs Action 	Done Well 

Notes: _____

Next Steps

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

A FRAMEWORK FOR ACTION
BUILDING THE FULLY COORDINATED
TRANSPORTATION SYSTEM

A Self Assessment Tool for States

A SELF ASSESSMENT TOOL FOR STATES

Section 1: Making Things Happen by Leadership and Partnership

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

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

Decision Helpers

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

Using Decision Helpers

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

Progress Rating

Circle one rating that best describes your program



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

Decision Helpers

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

Progress Rating

Circle one rating that best describes your program

Needs to Begin



Needs Significant Action



Needs Action



Done Well



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

Decision Helpers

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

Progress Rating

Circle one rating that best describes your program

Needs to Begin



Needs Significant Action



Needs Action



Done Well



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

Decision Helpers

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

Progress Rating

Circle one rating that best describes your program



5 Is there positive momentum?

Decision Helpers

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

Progress Rating

Circle one rating that best describes your program



EVALUATION

Section 1

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



Notes: _____

A SELF ASSESSMENT TOOL FOR STATES

Section 2: Taking Stock of State Needs and Moving Forward

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

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

Decision Helpers

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

Progress Rating

Circle one rating that best describes your program



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

Decision Helpers

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

Progress Rating

Circle one rating that best describes your program



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

Decision Helpers

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

Progress Rating

Circle one rating that best describes your program



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

Decision Helpers

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

Progress Rating

Circle one rating that best describes your program



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

Decision Helpers

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

Progress Rating

Circle one rating that best describes your program

Needs to Begin



Needs Significant Action



Needs Action



Done Well



EVALUATION

Section

2

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

Needs to Begin



Needs Significant Action



Needs Action



Done Well



Notes:

A SELF ASSESSMENT TOOL FOR STATES

Section 3: Putting Customers First

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

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

Decision Helpers

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

Progress Rating

Circle one rating that best describes your program



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

Decision Helpers

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

Progress Rating

Circle one rating that best describes your program



13 Are benefits of coordination being communicated to key stakeholders?

Decision Helpers

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

Progress Rating

Circle one rating that best describes your program



EVALUATION

Section

3

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



Notes: _____

A SELF ASSESSMENT TOOL FOR STATES

Section 4: Adapting Funding for Greater Mobility

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

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

Decision Helpers

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

Progress Rating

Circle one rating that best describes your program



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

Decision Helpers

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

Progress Rating

Circle one rating that best describes your program



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

Decision Helpers

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

Progress Rating

Circle one rating that best describes your program



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

Decision Helpers

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

Progress Rating

Circle one rating that best describes your program



EVALUATION

Section 4

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



Notes: _____

A SELF ASSESSMENT TOOL FOR STATES

Section 5: Technology Moves Coordination to the Next Level

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

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

Decision Helpers

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

Progress Rating

Circle one rating that best describes your program



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

Decision Helpers

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

Progress Rating

Circle one rating that best describes your program



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

Decision Helpers

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

Progress Rating

Circle one rating that best describes your program



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

Decision Helpers

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

Progress Rating

Circle one rating that best describes your program



EVALUATION

Section 5

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



Notes: _____

A SELF ASSESSMENT TOOL FOR STATES

Section 6: Moving People Efficiently

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

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

Decision Helpers

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

Progress Rating

Circle one rating that best describes your program



EVALUATION

Section 6

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



Notes: _____

FRAMEWORK FOR ACTION:

OVERALL STATE SELF-ASSESSMENT

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

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

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

Notes: _____

Next Steps

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

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

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



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