

***PINAL TRANSPORTATION
COORDINATION
DEMONSTRATION PROJECT***



Final Report

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Final Report

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EXECUTIVE SUMMARY

Background and Purpose

This project was developed as part of the federal *United We Ride* initiative and its counterpart in Arizona – the Arizona Rides partnership. The Arizona Department of Transportation (ADOT), in collaboration with the Governor’s Office, the Department of Economic Security (DES), the Arizona Health Care Cost Containment System (AHCCCS) and other members of the Arizona United We Ride (Arizona Rides) team were the sponsors of this project. It is part of a two-part initiative which has the following goals:

- To insure maximum feasible coordination between and among human services agencies receiving federal transportation dollars,
- To increase the efficiency and effectiveness of funds utilized for transportation, and
- To reduce redundancy/overlap of service.

The *Arizona Rides - Pinal Coordination Demonstration Project* focuses on developing a pilot coordination project among transportation providers in the Pinal County area in central Arizona. The Pinal County area was selected for several reasons. First, it is a rural area with only limited general public transportation and with a variety of specialized transportation providers. Second, the county is a rapidly growing area located between Arizona’s two largest urban communities, with potentially unique service dynamics. Third, there was a “local champion” willing to serve as host and convener in bringing agencies together to explore coordination options.

This project was done in coordination with the statewide assessment on human services transportation conducted through a separate study process. Both projects are utilizing the *United We Ride Framework for Action*, developed by the federal Interagency Council on Coordination, in response to the President’s United We Ride Executive Order to Coordinate Transportation Programs for Seniors, Disabled and Low Income, issued in 2004. Governor Napolitano issued Executive Order 2005-16 in July 2005 to formalize the Arizona Riders initiatives.

The *Pinal Coordination Demonstration Project* includes two phases.

- **Phase 1 - Evaluation and Education.** Phase 1, includes an inventory of existing public transit and human services providers in the Pinal County area, the identification of duplication and service gaps, education regarding feasible coordination options, an assessment of which options make the most sense in the Pinal County area, and the identification of a specific transportation coordination demonstration project.

- **Phase 2 - Pilot Project Implementation Plan.** Phase 2 includes the development of specific implementation objectives, identification of impediments to coordination, the selection of key providers to participate in a model coordination project, and the development of a detailed implementation plan.

This executive summary presents an overview of the work done in both Phase 1 and Phase 2 of the overall project.

Study Process

A Study Advisory Committee (SAC) provided guidance to the consultant team throughout the project. The Advisory Committee was made up of representatives of key stakeholders in the Pinal County area. Their focus was to work together to assess options and to identify a specific coordination project for implementation. Throughout the Pinal County project interface was maintained with the statewide United We Ride effort being conducted through a separate study process.

United We Ride Framework

In June, 2005 the Study Advisory Committee completed the federal United We Ride Framework for Action: Self-Assessment Tool for Communities, developed by the Federal Transit Administration (FTA). The Self-Assessment was used in two ways. First, as an excellent educational tool to present the broad variety of activities which could be included in a “coordination project.” Second, by completing the Self-Assessment at the beginning of the study, a benchmark was established for comparing progress achieved later in the coordination process.

The assessment tool identifies five areas of coordination:

- 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

As might be expected, at the beginning of the project most areas were in the “Needs to Begin” category. As the coordination process continues the Self-Assessment Tool can be administered again to determine progress made. The Assessment Tool provides a framework for addressing coordination over time.

Transportation Service Inventory

Information was provided by 25 agencies that operate transportation service in Pinal County. Only one of these agencies, however, operates general public transportation service. The others provide client specific services – for seniors, for persons with physical or mental disabilities and for other specific groups. Collectively the agencies utilize 106 vehicles on a daily basis. Most of these, however, are automobiles used for agency staff for program management or are assigned to group homes for persons with developmental disabilities.

Service Duplication and Service Gaps

There is a wide variety of potential scenarios which could be construed as “service duplication.” Sometimes what appears to be duplication initially is not really duplication when looked at more closely. An obvious example would be a van from the County Sheriff’s office carrying criminals which pass a general public transit van on the same street going the same direction, at the same time. On one hand there may be “service duplication” but there is no real opportunity for coordination so the term loses its meaning.

Given that understanding, the report examined service duplication on two levels. First, a gross view was taken as to what appeared to be duplication. Second, a more refined view was taken to determine areas where there was an opportunity for coordination. Five areas were examined: on-street vehicle operation, dispatch, vehicle maintenance, marketing, and administration. Overall, service duplication was determined to be less of an issue than the lack of available transportation service.

The surveyed agencies identified various gaps in transportation service from their individual agency perspectives. The gaps include a variety of issues, including: service area, clients served, days of week, times of day, user fares, and others. Major service gaps, as identified by the providers, and others, are presented below.

- General public transportation service county-wide
- Non-emergency medical transportation within the county and to Phoenix and Tucson
- Transportation to work and work-related activities, including child care
- Unavailability of transportation for shopping trips

Selecting a Coordination Project

There has been considerable national research regarding options for coordinating public and specialized transportation over the last several years. Many states and local areas have been exceptionally active and there has been abundant national research. Based on a

review of this research, a model was selected to show the spectrum of coordination activities available for the Pinal County area. The model selected was taken from the report, “Strategies to Increase Coordination of Transportation Service for the Transportation Disadvantaged,” Report 105, Transit Cooperative Research Program (TCRP), 2004.

The model, showing the range of possible coordination strategies, is presented below. The degree of coordination activity increases from the top of the list to the bottom.

All Types of Coordination Partners Working Together

- Transportation advocacy coalition building
- Information and referral
- Joint planning, decision making
- Coordinating council
- Sharing technical expertise

Organizations that Do Not Operate Service Working with Transportation Operators.

- Use or subsidize services for client travel
- Travel training
- Mobility management

Organizations that Operate Service Working Together

- Provide vehicles
- Provide technical assistance
- Joint grant applications
- Joint driver training
- Shared vehicle storage/maintenance facilities
- Joint procurement of vehicles, insurance, maintenance, fuel, hardware, software, technology
- Vehicle sharing
- Centralized functions (reservations, scheduling, dispatching)

All Types of Coordination Working Together

- Purchase or contract for service
- Transportation brokerage
- Consolidation of transportation programs

The Study Advisory Committee was challenged in determining which coordination options would be most effective in meeting two critical project goals:

1. Addressing existing transportation needs, and
2. Being “implementable” given the political, social and economic characteristics of the area.

In order to move forward effectively, the Committee developed a mission/vision statement to clarify what they were trying to accomplish through a coordination project. They next considered barriers that would need to be overcome in achieving that

mission/vision. After addressing those two issues they moved forward in selecting a specific transportation coordination demonstration project.

Mission and Vision Statement

After extensive discussion, the Committee identified the following as their mission and vision statement to provide direction to the study process.

Our mission is to improve the availability of quality transportation services in the Pinal County area, building upon and expanding existing resources. Our vision is an affordable system that meets individuals' transportation needs and supports the human services, medical, business, educational and recreational goals of the area.

Barriers to Overcome

Once the mission/vision statement was developed, the Committee identified issues which appeared to be barriers to effective coordination. These are listed below.

- *Lack of political support*
- *Limited existing service, focused on agency-specific clients*
- *Service boundary issues*
- *Lack of funding*
- *Turf issues*
- *Lack of staff resources*
- *Funding program restrictions*
- *Insurance restrictions*
- *Client confidentiality*
- *Inability to tap into AHCCCS funding*
- *No Transportation lead agency*

Rather than let these perceived barriers stymie the selection of a demonstration project, the Committee decided to move forward with a four-part project and to address each specific barrier as it arose.

The Coordination Demonstration Project

Based on extensive Committee discussion, facilitated by the consultant team, the following elements were selected for inclusion in the Pinal Transportation Coordination Demonstration Project.

- **Transportation Coordinating Council** - A Coordinating Council was recommended, ideally with members appointed by the Pinal County Supervisors.

The Council would focus on advocacy as a means to achieve the mission and vision of the Coordination Project. The Council would also work on other areas based on time and resources available. These other areas could include: developing a process to share technical expertise among participating agencies, information and referral, and other potential activities.

- **Sharing Technical Expertise** - Agencies would initially focus on developing and sharing driver training materials and coordinating training schedules.
- **Corridor Service Coordination** - Creative ways to coordinate the delivery of inter-community transportation services in two corridors was recommended. The corridors were identified in areas where current transportation services operate and where there is a need for additional service. The two corridors are Florence-Coolidge-Casa Grande and Eloy-Casa Grande.
- **Other** - Two other coordination efforts were also identified. One was for Pinal Rides participants to support the Coolidge Express as an example of successful public transit in Pinal County. The other was to explore the feasibility of accessing Medicaid reimbursement for non-emergency medical transportation by nonprofit providers in Pinal County.

The Coordination Planning Process

The process of developing the transportation coordination project in the Pinal County area took several months. The initial meeting of stakeholders was held in April 2005. From April through December, the Study Advisory Committee met approximately monthly. While the process was sometimes tedious, project participants and the consultant team felt it was an excellent beginning to the long term process of building a coordinated transportation system.

The project team, which included ADOT staff, existing providers and the consultant team, was able to accomplish the following:

- Build stronger, more effective relationships among participating providers
- Overcome initial resistance and skepticism regarding coordination
- Establish momentum for additional future coordination efforts
- Identify specific barriers which would need to be addressed by the Pinal County Study Advisory Committee, with assistance of the statewide Coordinating Council
- Implement meaningful first steps in a county-wide coordination effort

Getting key stakeholders to the table to discuss coordination was the first critical step. Building the trust and agreements necessary to move forward with small but significant

action steps was the second. The process initiated through the Pinal Rides study, laid the ground work for on-going future coordination efforts.

Implementation Plan

Table 1 presents next steps for action. Specific tasks to begin implementation of the coordination demonstration project over the next year are identified.

This project began the long-term process of moving to a system of coordinated transportation service delivery in the Pinal County area. While this implementation plan provides significant steps to begin this process, much remains to be done. The steps identified in Table 1 set the stage for improved delivery of transportation services in the county through a coordinated transportation system.

Table -1 Next Steps for Action

Pinal Transportation Coordination Project		
Time	Element:	Tasks:
Jan- June 2006	Coordinating Council	Establish Council under Pinal County Presentations to Town/City Councils, community groups Pursue funding to support a “Coordinator” position; consider request for funding from ADOT Section 5311 rural public transit grant program.
	Sharing Expertise	Assign Training Coordinator from Council. Schedule two of four major training courses for March and June. Develop countywide list of training materials Training open to all providers/programs needing transportation in Pinal County.
	Corridor Service Coordination	On the Go Express starts one day/week service between Florence-Coolidge-Casa Grande and Eloy-Casa Grande. Target service for 6 month trial period. Will require \$9,000 in funding. Include request for continuation funding for Oct. 2006/Sept 2007 in 5311 application; either Cotton Express or Pinal County as applicant. Discuss additional corridors/coordination options that could be implemented and request funding if appropriate.
	Other Efforts	Pursue Medicaid reimbursement using statewide Council
June- Dec. 2006	Coordinating Council	Refine structure, staffing, mission/goals/objectives
	Sharing Expertise	Schedule 2 to 4 major training courses for Sept. and Nov. Request assistance from ADOT Training Coordinator. Include technical assistance and funding from RTAP. Establish central library of training materials. Explore option for submitting countywide grant application for Section 5310 vehicles.
	Corridor Service Coordination	July-Sept. – Continue corridor service between Eloy – Florence/Coolidge and Casa Grande. Requires \$4,400 in additional funds through 2006. Based on Section 5311 grant request/award available for new service, develop additional coordinated service.
	Other Efforts	To be determined

I. INTRODUCTION

Study Background and Purpose

This project was developed as part of the federal *United We Ride* initiative and its counterpart in Arizona – the Arizona Rides partnership. The Arizona Department of Transportation (ADOT), in collaboration with the Governor’s Office, the Department of Economic Security (DES), the Arizona Health Care Cost Containment System (AHCCCS) and other members of the Arizona United We Ride (Arizona Rides) team were the sponsors of this project. It is part of a two-part initiative which has the following goals:

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This project was done in coordination with the statewide assessment on human services transportation conducted through a separate study process. Both projects are utilizing the *United We Ride Framework for Action*, developed by the federal Interagency Council on Coordination, in response to the President’s United We Ride Executive Order to Coordinate Transportation Programs for Seniors, Disabled and Low Income, issued in 2004. Governor Napolitano issued Executive Order 2005-16 in July 2005 to formalize the Arizona Riders initiatives.

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- **Phase 1 - Evaluation and Education.** Phase 1, includes an inventory of existing public transit and human services providers in the Pinal County area, the identification of duplication and service gaps, education regarding feasible coordination options, an assessment of which options make the most sense in the

Pinal County area, and the identification of a specific transportation coordination demonstration project.

- **Phase 2 - Pilot Project Implementation Plan.** Phase 2 includes the development of specific implementation objectives, identification of impediments to coordination, the selection of key providers to participate in a model coordination project, and the development of a detailed implementation plan.

This report includes the work done in both Phase 1 and Phase 2 of the overall project. The Phase 1 section of the report includes the following:

- Chapter II presents an inventory of public transit and human service transportation providers in the Pinal County area
- Chapter III includes an assessment of transportation service duplication and service gaps, based on the information obtained from existing providers
- Chapter IV presents the range of coordination options which were considered for the Pinal County area and an evaluation of those options
- In Chapter V, the select transportation coordination demonstration project is identified

The last section of this report presents the work done in Phase 2.

- Chapter VI presents the detailed implementation plan for the selected demonstration project.

Study Process

A Study Advisory Committee (SAC) provided guidance to the consultant team throughout the project. The Advisory Committee was made up of representatives of key stakeholders in the Pinal County area. Committee members were identified during a project kick-off meeting in April 2005. Advisory Committee members are listed in Appendix A.

The Committee met three times in Phase 1 and an additional three times in Phase 2. A meeting summary is presented in Appendix B. The Committee's focus was to work together to assess options and to identify a specific coordination project for implementation. Throughout the Pinal County project interface was maintained with the statewide United We Ride effort being conducted through a separate study process.

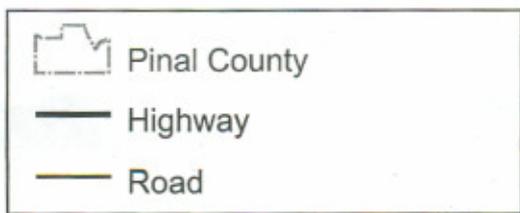
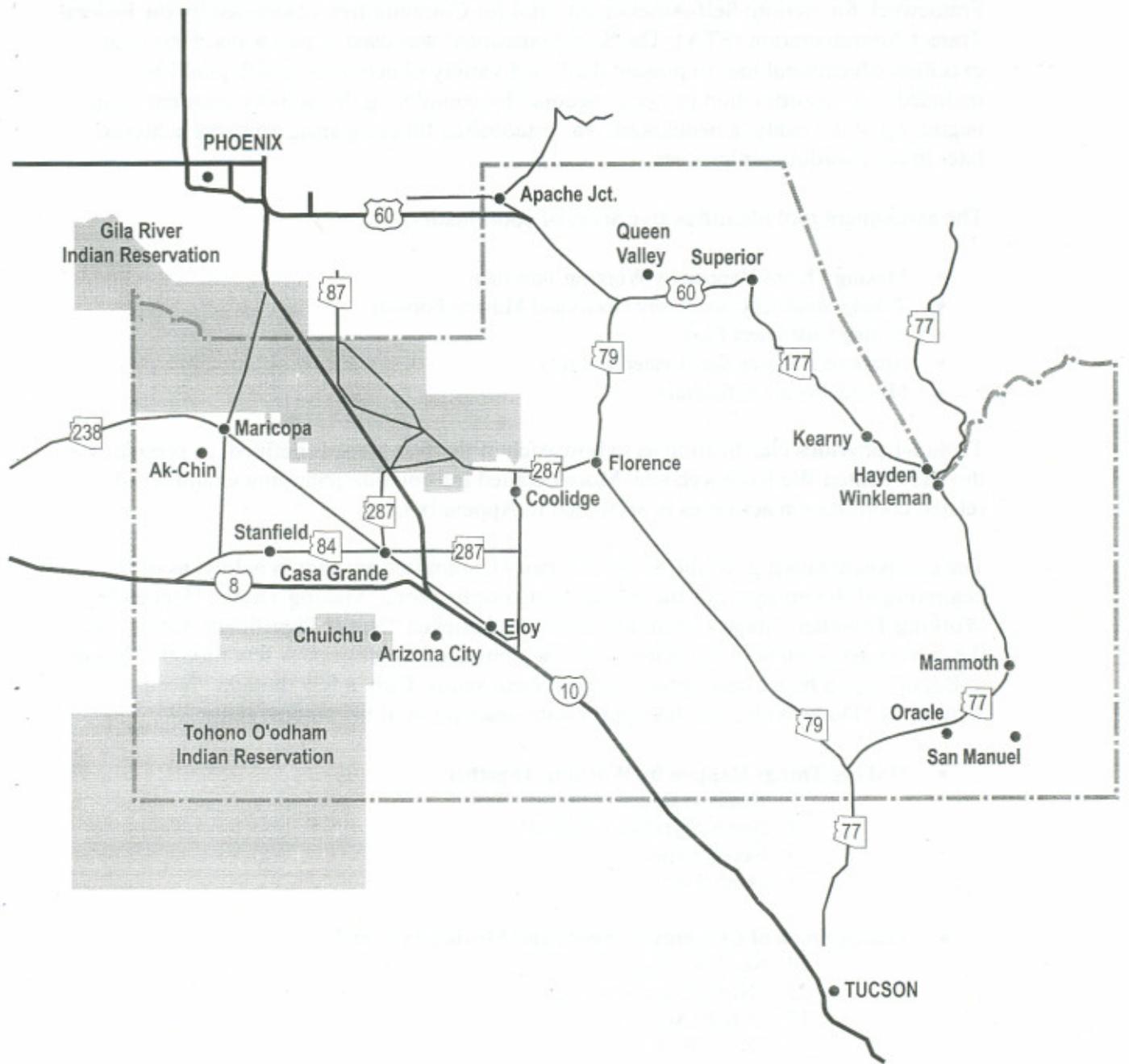


Figure 1
Pinal County Area

United We Ride Framework

In June, 2005 the Study Advisory Committee completed the federal United We Ride Framework for Action: Self-Assessment Tool for Communities, developed by the Federal Transit Administration (FTA). The Self-Assessment was used in two ways. First as an excellent educational tool to present the broad variety of activities which could be included in a “coordination project.” Second, by completing the Self-Assessment at the beginning of the study, a benchmark was established for comparing progress achieved later in the coordination process.

The assessment tool identifies five areas of coordination:

- Making Things Happen by Working Together
- Taking Stock of Community Needs and Moving Forward
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- Adapting Funding for Greater Mobility
- Moving People Efficiently

Table I-1 provides clarification as to how each of the five areas is defined, as presented in the FTA United We Ride web site. More detailed information regarding examples of related coordination activities is presented in Appendix C.

The composite rankings of the Study Advisory Committee are shown below, as of the beginning of the project. For the first area of coordination, “Making Things Happen by Working Together,” most Committee members believed “Needs Significant Action” was the correct assessment of the status at the beginning of the project. A few thought “Needs to Begin” was a better description of the current status. Only a few thought “Needs Action” or “Done Well” was the appropriate description of the current status.

- **Making Things Happen by Working Together**
 - ___7_ Needs to Begin
 - __18_ Needs Significant Action
 - ___3_ Needs Action
 - ___1_ Done Well
- **Taking Stock of Community Needs and Moving Forward**
 - __13_ Needs to Begin
 - __25_ Needs Significant Action
 - __12_ Needs Action
 - ___1_ Done Well
- **Putting Customers First**
 - __37_ Needs to Begin
 - ___4_ Needs Significant Action
 - ___1_ Needs Action
 - _____ Done Well

- **Adapting Funding for Greater Mobility**

- 11_ Needs to Begin

- 1_ Needs Significant Action

- Needs Action

- Done Well

- **Moving People Efficiently**

- 17_ Needs to Begin

- 3_ Needs Significant Action

- Needs Action

- Done Well

As might be expected, at the beginning of this project most areas were in the “Needs to Begin” category. As the coordination process continues the Self-Assessment Tool can be administered again to determine progress made. The Assessment Tool provides a framework for the Committee to use as the long term process of increasing coordination proceeds over time.

Chapter II presents the an inventory of existing transportation services in the study area.

**TABLE I-1
FRAMEWORK FOR ACTION - AREAS OF COORDINATION**

Criteria	Element	Definition
Progress Through Working Together	Collaboration	A solid coalition exists with representation from transportation, human services, consumers, etc. representing individuals with disabilities, older adults and persons with low incomes. The group also includes representation from policy-makers, and funding agencies.
	Leadership Infrastructure	There is a formal governing body that has support from the senior leadership and policy-makers in the community.
Planning for Community Needs	Assessment	A formal assessment has been conducted; the assessment process includes both needs and resources, and a gap analysis to identify priorities.
	Action Plan	A formal action plan has been developed based on the community or state data for the coordination of transportation services.
	Evaluation	A plan is in place to evaluate and measure the effectiveness of programs and implementation
Putting Customers First	Centralized Scheduling, Reservations, Broker or Dispatch Functions	Customers have one phone number to call that handles requests for various transportation services. There is an array of user-friendly and accessible information sources.
	Travel Training/ Mobility Management	There are services in place to facilitate access, assist with trip planning, and develop skills to use the appropriate service system.
Adapting Funding	Tracking	Financial data is tracked systematically across all programs
	Automated Billing and Reporting	The billing and reporting system is automated and supports a seamless payment system.
	Coordinated Funding	The agencies are working on adapting and acquiring new funding sources to expand transportation services in the community.
Moving People Efficiently	Coordination Between Providers	Various providers have a coordinated arrangement to offer flexible and seamless services to consumers. Support services are coordinated to lower costs and ease management burdens. System has centralized facilities that are cost effective.

Source: FTA United We Ride web site.

II. TRANSPORTATION SERVICE INVENTORY

This chapter presents an inventory of existing public and specialized transportation services in the Pinal County area. The inventory is intended to be all-inclusive, although the focus is on those services which are likely to have the best potential for coordination. Therefore, school bus services are only addressed generally and church-oriented services are not included.

Description of Existing Providers

Each transportation provider is described in a brief narrative below, followed by a list of transportation service gaps and areas of interest in coordination.

Coolidge Cotton Express

The Coolidge Cotton Express is the only general public transit operator in the study area. The Cotton Express is operated by the City of Coolidge with a fleet of three 18-passenger, wheelchair accessible buses. Three vehicles are operated daily. One vehicle is used as a backup. The service is operated weekdays from 7:30 AM to 5:30 PM and operates only within the City limits.

Two types of service are provided, a flexible fixed route service and a demand response (dial-a-ride) service. The Cotton Express also occasionally provides service for Statewide Transportation when Statewide is unable to provide local service within the Coolidge City limits. The fare for flexible fixed route service is \$1.25 for adults and \$.75 for children. A fare of \$1.50 is charged for dial-a-ride service, regardless of age.

The highest trip purpose for riders is education and training (45%), followed by shopping and personal business (23%) and health/medical (20%). The Cotton Express has a large volume of student riders as the local school district doesn't provide bus service within the City limits. Most other rides are for shopping and medical services.

The operating and administrative budget totals approximately \$165,000 a year. Ridership averages 22,000-23,000 in recent years. The service provides roughly 4,800 annual service hours. In addition to fare revenue, the Coolidge Cotton Express is funded by the City and by the Federal Transit Administration (FTA) 5311 program, managed by the Arizona Department of Transportation (ADOT).

In terms of gaps in transportation service, the Cotton Express identified the following.

Service Gaps

- Non-emergency medical transportation to Casa Grande
- Service to Casa Grande and Florence
- Service between Florence and Coolidge (access the courts in Florence and shopping in Coolidge)

The Cotton Express is “interested” or “possibly interested” in several potential transportation coordination options, as identified below.

Interest in Coordination

Interested

- Providing transportation under contract to another agency
- Purchasing transportation service from another organization
- Coordinating activities such as procurement, training, vehicle maintenance, and public information with other providers.
- Participating in an organized county-wide transportation marketing program

Possibly Interested

- Joining together with another agency to consolidate the operation of transportation services
- Joining together with another agency to consolidate purchase of transportation services
- Highlighting connections to other service on schedules
- Joining together with another agency to consolidate transportation operations
- Adjusting hours or frequency of service
- Modifying routes to serve major employers or other activity centers
- Coordinating activities such as procurement, training, vehicle maintenance, and public information with other providers.

With respect to real or perceived barriers to coordination, the survey mentions “definite turf issues.”

Pinal County Division of Public Health – On the Go Express

Pinal County Public Health operates the “On the Go Express” which provides service to seniors and other transportation disadvantaged residents of Eastern Pinal County on weekdays from 8:00 AM to 5:00 PM. Service is provided to doctor appointments and shopping within the communities of Kearney, Superior, Globe, Gold Canyon, San

Manuel and Tucson. Most trips are for medical reasons (85%), followed by shopping (9%), service appointments (3%) and employment (3%). Most riders are low income seniors. A fare of \$2.00 for adults and \$1.00 for children is charged.

The Division of Public Health has a fleet of seven vehicles. Five are operated on a daily basis, but only 1-2 are used for the On the Go Express. Approximately 3,600 passenger trips are provided annually. The service operates approximately 134,000 miles a year and provides an estimated 5,760 service hours. Operating and administrative costs total approximately \$195,000 a year. The service is funded from a variety of grants including; Pinal County LTAF (\$118,813), DES JOBS (\$32,702), fares (\$7,045). Funding has been difficult to sustain.

In terms of gaps in transportation service, Pinal County Public Health identified the following.

Service Gaps

- General transportation elsewhere in the county
- VA hospitals in Tucson and Phoenix
- Other non-target trips

Pinal County Public Health is “interested” or “possibly interested” in several potential transportation coordination options, as identified below.

Interest in Coordination

Interested

- Providing transportation under contract to another agency
- Highlighting connections to other service on schedules
- Adjusting hours or frequency of service
- Coordinating procurement,, training, vehicle maintenance and public information
- Participating in an organized county-wide transportation marketing program

Possibly Interested

- Joining together with another agency to consolidate transportation operations
- Modifying routes to serve major employers or other activity centers

With respect to real or perceived barriers to coordination, the survey mentions “not having a steady source of funding.” The survey also indicates that, being a county department they are unable to give funding to another agency.

Pinal County Human Service Department - Palm Villa Adult Day Health

Palm Villa provides transportation to seniors and persons with disabilities from 7:00 to 9:00 AM and from 3:00 to 5:00 PM, Monday through Thursday in the Coolidge area. Two wheelchair accessible vehicles are used. No fare is charged. Service is provided to and from the Adult Day Center and once-a-month a field trip is provided.

In FY 2003-2004 a total of 14,400 one-way passenger trips were provided. No information was provided on annual service hours or annual service miles. In FY 2003-2004, operating costs of approximately \$7,900 were reported, which include gas, oil, maintenance and repairs. Operating costs are covered by client and contact revenue.

Capital funding for vehicle replacement is provided by the ADOT 5310 program.

In terms of gaps in transportation service, Palm Villa identified no gaps.

Service Gaps

- None identified.

Palm Villa's stated interest in transportation coordination options are listed below.

Interest in Coordination

Interested

- None

Possibly Interested

- Joining together with another agency to consolidate the operation of transportation services
- Joining together with another agency to consolidate purchase of transportation services
- Joining together with another agency to consolidate transportation operations
- Participating in an organized county-wide transportation marketing program
- Coordinating procurement,, training, vehicle maintenance and public information
- Participating in an organized county-wide marketing program

No real or perceived barriers to coordination were identified.

Pinal-Gila Council for Senior Citizens

The nonprofit Pinal-Gila Council for Senior Citizens provides a variety of services to seniors in the two-county area. The Council's stated purpose is "to provide the senior adult community a safe and secure environment where they can obtain a hot meal, social and recreational activities and information." The Council's central administrative office is located at the senior center in Casa Grande. Other senior centers are located in Apache Junction, Coolidge, Eloy, Florence, Hayden and Superior.

The Council provides transportation as a support service. Seniors are brought to the various Centers for meals and other program activities. Transportation is also provided to seniors to meet other basic needs such as medical appointments, grocery shopping, and other personal business.

The transportation services provided by each of the Senior Centers are summarized on the following pages.

Dorothy Powell Senior Adult Center

The Dorothy Powell Senior Adult Center provides transportation to seniors within the Casa Grande city limits and delivers meals to seniors' homes. The agency also provides transportation to persons with disabilities of any age. Service is provided weekdays from 8:00 AM to 2:00 PM using one vehicle plus a backup vehicle when needed. Three vehicles are used for meal delivery. Only the newest vehicle is wheelchair accessible.

A 24-hour advance reservation is required for transportation service. A suggestion donation of \$1.00 per trip is requested. Most of the trips provided are for general services for seniors – trips to the senior center, grocery stores and doctors' appointments.

The Dorothy Powell Center provides 6,187 annual passenger trips. No information was provided on service hours or miles. Annual operating and administrative costs of \$18,000 were reported.

In terms of gaps in transportation service, the Dorothy Powell Center identified the following.

Service Gaps

- Expand hours of transportation for seniors after 2:30 PM
- Need for public transportation for seniors and others in Casa Grande
- Service is needed outside the city limits to Phoenix metro area doctor appointments, the fair grounds and to Central Arizona College.

The Center is “interested” or “possibly interested” in several potential transportation coordination options, as listed below.

Interest in Coordination

Interested

- Joining together with another agency to consolidate the operation of transportation services
- Joining together with another agency to consolidate transportation operations
- Adjusting hours or frequency of service
- Coordinating activities such as procurement, training, vehicle maintenance, and public information with other providers.

Possibly Interested

- Coordinating schedules and vehicle operation with other providers
- Highlighting connections to other service on schedules
- Modifying routes to serve major employers or other activity centers
- Participating in an organized county-wide transportation marketing program

With respect to real or perceived barriers to coordination, the surveys identified no perceived barriers.

Hayden Senior Center

The town of Hayden Senior Center provides transportation to older adults and persons with disabilities weekdays from 10:30 AM to 2:30 PM. Service is provided to Silver Creek, Kearney, Hayden, Winkelman, Dudleyville, Mammoth, San Manuel, and Oracle. A total of five vans are used, four in daily operation and one as a back-up. A donation is requested for transportation service. A variety of trip purposes are served. The busiest days are Monday through Thursday. Friday is the least busy day. During low use times, vehicles are used for meal delivery in different communities. Additional destinations requested by riders include service to Phoenix and Tucson for doctor’s appointments. Additional staff is need to respond to service requests.

In FY 2003-2004 approximately 3,000 one-way passenger trips were provided. This included 1,100 annual service hours and 30,000 annual service miles. The average trip length is estimated to be 20 miles. Annual operating costs of \$10,300 were reported. The source of operations funding was not identified. Capital funding for vehicle replacement is provided by the ADOT 5310 program.

In terms of gaps in transportation service, the Florence Senior Center identified the following.

Service Gaps

- Transportation service to doctor appointments in Kearney, Phoenix, Tucson, and sometimes Globe (10-12 times per month).

Hayden Senior Center's interest in transportation coordination options are listed below.

Interest in Coordination

Interested

- Joining together with another agency to consolidate the operation of transportation services
- Joining together with another agency to consolidate purchase of transportation services
- Highlighting connections to other service on schedules
- Joining together with another agency to consolidate transportation operations

- Adjusting hours or frequency of service
- Coordinating procurement,, training, vehicle maintenance and public information

Possibly Interested

- Providing transportation under contract to another agency
- Purchasing transportation from another organization
- Coordinating schedules and vehicle operation with other providers
- Modifying routes to serve major employers or other activity centers
- Participating in an organized county-wide transportation marketing program

With respect to real or perceived barriers to coordination, the survey mentions “turf issues with counties, and liability concerns.”

Superior Senior Center

The Superior Senior Center provides transportation to older adults within the city limits of the Town of Superior. Service is provided weekdays from 8:00 AM to 3:00 PM. A \$0.25 donation is requested. A variety of trip purposes are served. Primary destinations include the Senior Center, doctor and hair appointments, meal delivery, shopping and periodic out-of-town trips.

Two vans are used, one in daily operation and one as a back-up. One of the vehicles is wheelchair accessible. The busiest days are Monday through Friday from 8:00 AM to 1:30 PM. The least busy times are from 2:00 to 3:00 PM. Vehicles are not used for other

purposes when not transporting passengers. No additional service needs were identified.

In FY 2003-2004 approximately 1,920 one-way passenger trips were provided. This include 480 annual service hours or and 4,560 annual service miles. The average trip length is estimated to be 18 miles. Annual operating costs of \$18,900 were reported. The source of operations funding was not identified. Capital funding for vehicle replacement is provided by the ADOT 5310 program.

In terms of gaps in transportation service, the Superior Senior Center identified the following.

Service Gaps

- None

Superior Senior Center's interest in transportation coordination options are listed below.

Interest in Coordination

Interested

- None

Possibly Interested

- Coordinating procurement,, training, vehicle maintenance and public information

With respect to real or perceived barriers to coordination, no issues were identified.

Apache Junction Senior Center

The Apache Junction Senior Center provides transportation to older adults and persons with disabilities over the age of 18 living generally within the city limits of Apache Junction. Service is provided weekdays from 9:00 AM to 4:00 PM. A donation of \$1.00 is requested for a round trip to and from the Center. A \$2.00 donation is requested for outlying medical or shopping trips. Most trips (90%) are for nutrition purposes. Shopping and medical trips are also served. Trip requests that cannot be served include transportation to the Mayo Clinic, the VA Hospital, the VA Clinic, Scottsdale Memorial Hospital, Banner Mesa Hospital and doctors and dentists that are too far west.

Two vans are used for the service. One is wheelchair accessible. There is no back-up vehicle. The busiest times are mornings and Thursdays all day. The least busy times are Tuesday afternoons. Home-delivered meals are served weekdays from 10:30 AM to around noon. Many residents are not served due to limits to vehicle availability and service area.

In FY 2003-2004 approximately 8,900 one-way passenger trips were provided. This include 2880 annual service hours and 43,000 annual service miles. The average trip length is estimated to be 5 miles. Annual operating costs of \$39,900 were reported. Operating costs are covered by the Older Americans Act (\$20,000), LTAF (\$10,153), the City of Apache Junction (\$6,600) and project revenue \$3,100. Capital funding for vehicle replacement is provided by the ADOT 5310 program.

In terms of gaps in transportation service, the Apache Junction Senior Center identified the following.

Service Gaps

- Unmet needs within Apache Junction
- Unmet needs to medical and other facilities outside of Apache Junction

Apache Senior Center interest in transportation coordination options are listed below.

Interest in Coordination

Interested

- None

Possibly Interested

- None

With respect to real or perceived barriers to coordination, the Center stated that there is no bus service in the area and taxis are too expensive.

Pinal Hispanic Council

The Pinal Hispanic Council provides demand responsive transportation service weekdays from 8:00 AM to 5:00 using six non-accessible vans. Clients served include persons with mental illness, persons with disabilities, seniors, families and adults. The service area includes Eloy, Coolidge, Casa Grande, Arizona City, Picacho and Florence. Primary destinations are: doctor/counseling appointments, DES/Social Security, SOS/Recovery Center, grocery shopping, pharmacies and the courts.

Most trips are to health and medical services (30%) and to social services (30%). Other trips are for education (15%) and recreation (10%), and personal business. Approximately 90% of the clients served are low income. In 2004 approximately 2,500 one-way passenger trips were served. Roughly 20,000 miles of service and 1,400 hour of service was provided. No financial information was provided.

Service Gaps

- Weekend service
- Service available on weekdays beyond 8:00 AM to 5:00 PM
- Additional services for visiting relatives and friends, shopping outside the service area, other recreational activities, and services to non-members.

The Pinal Hispanic Council is interest in all types of transportation coordination options.

Interest in Coordination

Interested

- All types of coordination

No perceived barriers to transportation coordination were identified.

Town of Florence (Dorothy Nolan Senior Center)

The Town of Florence provides transportation to older adults weekdays from 8:00 AM to 4:00 PM through the Dorothy Nolan Senior Center. Periodic field trips are also provided. Service is limited to the Florence town limits, with the exception of a shopping trip to Coolidge Monday afternoons.

Two vans are use, one being wheelchair accessible. A \$0.50 donation is requested within town. Most trips (70%) are for nutrition with other trip purposes spread among medical, social service, recreation, education, shopping and senior services. The busiest service hours are from 9:00 AM to noon. The least busy times are Tuesday and Friday afternoons. Additional destinations requested by riders include; service to Coolidge on other days and service to Casa Grande, Mesa, Phoenix, Tempe and Sky Harbor Airport, Tucson and Chandler.

In FY 2003-2004 approximately 2,500 one-way passenger trips were provided. The service provided 1,152 annual service hours or and 7,500 annual service miles. Annual operating costs of \$36,860 were reported. Operating costs are covered by the Town of Florence. Capital funding for vehicle replacement is provided by the ADOT 5310 program.

In terms of gaps in transportation service, the Florence Senior Center identified the following.

Service Gaps

- Transportation service to doctor appointments and airports in Casa Grande, Coolidge, Tucson, Mesa and Phoenix, mostly in the mornings.

Town of Florence's interest in transportation coordination options are listed below.

Interest in Coordination

Interested

- None

Possibly Interested

- Providing transportation under contract to another agency
- Coordinating schedules and vehicle operation with other providers
- Joining together with another agency to consolidate the operation of transportation services
- Joining together with another agency to consolidate purchase of transportation services
- Highlighting connections to other service on schedules
- Joining together with another agency to consolidate transportation operations

- Adjusting hours or frequency of service
- Participating in an organized county-wide transportation marketing program
- Coordinating procurement,, training, vehicle maintenance and public information
- Modifying routes to serve major employers or other activity centers

With respect to real or perceived barriers to coordination, the survey mentions “liability, funding, staffing.” It also states, “The use of volunteers would be great.”

Catholic Community Services

Catholic Community Services (CCS) provides fixed route, fixed schedule and demand responsive transportation service for seniors using two vehicles. CCS serves the Coolidge Adult Center and the Eloy Senior Center. Service is provided to the Eloy/Toltek area, the City of Coolidge and to and from Casa Grande and Arizona City and Eleven Mile Corner, Valley Farms, Twilight Trails, Florence and Randolph. In Eloy, service is provided on Monday and Tuesday from 9:00 Am to 2:30 PM, on Wednesdays for 9:00 AM to 1:10 PM, Thursdays from 9:00 AM to 3:10 PM and on Friday from 9:00 AM to 1:40 PM. In Coolidge service is provided from 8:00 AM to 2:00 PM.

A suggested donation of \$1.00 is requested from riders. Most trips are for nutrition or other senior services. Primary destinations are the Wal Mart and Walgreen's, the Dorothy Powel Senior Center and dialysis treatment in Casa Grande. There are many requests for trips to doctor's appointments which are not served due to lack of time.

In FY 2003-2004, approximately 4,400 trips were provided in Eloy and 1,400 in Coolidge. In terms of service hours, 45 were provided in Eloy and 30 in Coolidge. Service miles totaled 13,300 in Eloy and 650 in Coolidge. The cost of this service is approximately \$35,000 annually. Funding is provided primarily by the Pinal-Gila Council for Senior Citizens. In the past funding for capital purchases was provided through the Federal Transit Administration (FTA) 5310 program, which is managed by the Arizona Department of Transportation (ADOT).

In terms of gaps in transportation service, the Catholic Community Services identified the following.

Service Gaps

- Not known

With respect to interest in transportation coordination options, the following was identified.

Interest in Coordination

Interested

- Coordinating activities such as procurement, training, vehicle maintenance, and public information with other providers.
- Participating in an organized county-wide transportation marketing program

Possibly Interested

- Joining together with another agency to consolidate the operation of transportation services
- Joining together with another agency to consolidate purchase of transportation services
- Joining together with another agency to consolidate transportation operations
- Adjusting hours or frequency of service

No real or perceived barriers to transportation coordination were identified.

Garnet of Casa Grande Retirement and Assisted Living Community

The Garnet Retirement and Assisted Living Community provides transportation its clients and to any older person who is assisted living eligible. Service is provide within a radius of approximately 15 miles from the agency Monday through Friday and Sundays. Transportation is provided weekdays from 8:00 AM to 4:30 PM and on /Sundays from 8:00 to 1:00 PM. No fee is charged to residents. Most trips (90%) are for medical

purposes, followed by shopping (20%) and recreation (10%). Trip requests that cannot be served include transportation to department stores and malls and to the drug store more than once a day.

One van is used for the service. There is no back-up vehicle. The busiest times are from 9:00 AM to 2:00 PM. Least busy times are from 2:30 to 4:30 PM. When not transporting clients the van is used to run errands for management staff.

No information was provided on one-way passenger trips provided or annual service hours or service miles. No information was provided as to operating costs. Transportation service is funded largely through residential fees.

In terms of gaps in transportation service, the Garnet Casa Grande Retirement and Assisted Living Community identified the following.

Service Gaps

- Trips to department stores in malls
- More frequent trips to drug stores

Garnet of Casa Grande's interest in transportation coordination options are listed below.

Interest in Coordination

Interested

- None

Possibly Interested

- Highlighting connections to other service on schedules
- Modifying routes to serve major employers or other activity centers
- Participating in an organized county-wide transportation marketing program

With respect to real or perceived barriers to coordination, the Garnet of Casa Grande stated "liability concerns and client characteristics."

Horizon Human Services

Horizon Human Services provides a variety of services for individuals with psychiatric disabilities and/or development disabilities, some of whom are elderly. Services are provided within a 45 mile radius of Casa Grande where Horizon's main office is located, along with several other facilities. The facilities in Casa Grande provide several outpatient services; crisis services (children and family services), vocational rehabilitation, men's and women's adult residential group home, adult independent living, and a substance abuse residential program. There is also a group home and habilitation program in Apache Junction.

Individuals using transportation services are registered clients of Horizon Human Services, the majority fitting the definition of Title XIX eligibility (access to subsidized behavioral health services). Typically, transportation service is in constant demand throughout the day and increases during certain program hours. In addition, persons with psychiatric disabilities may need specialized intervention by staff during a trip, in addition to needing supervision. Staff has specialized training, including certification in behavior management techniques and CPR/First Aid.

Horizon has a fleet of 35 vehicles based at various facilities located in Casa Grande and Apache Junction. However, most of the vehicles (28) are automobiles used by staff to conduct home visits, provide services in the community and provide case management services. In addition, 4 of the 8 vans are assigned to group homes to provide transportation to residents in those homes and are not available for other transportation services. Only 4 of the 35 vehicles are wheelchair accessible.

Typically transportation services are provided Monday through Friday from 7:00 AM to 5:00 PM. The busiest times are Wednesday and Thursday from 8:00 to 3:00 PM. The least busy times are Fridays from 1:00 to 5:00 PM. No fare is charged. Trip purposes include health/medical (78%), social services (10%), recreation (5%), shopping (5%) and education/training (2%). Primary destinations include; Horizon's facilities, shopping (Wal-Mart, bank, etc.), doctor appointments, social services such as food stamps, and library and other social activities. There are no major destinations for which there are requests for service but for which no service is provided.

Transportation is paid from the agency's general operating budget which is supported through various grants provided to the agency. These include the Arizona Department of Health Services, Pinal-Gila Behavioral Health Association, Arizona Department of Economic Security, Rehabilitation Services Administration, Arizona Long Term Care, AHCCCS and the Administrative Office of the Court.

Horizon's transportation operating and administrative costs totaled approximately \$477,000 in 2004. Funding is provided for Title XIX and non-title XIX sources. Capital costs totaled roughly \$260,000 in 2004. Of this amount \$56,000 was provided through the Federal Transit Administration (FTA) 5310 program, managed by ADOT. The remaining \$204,000 was provided from other sources. The transportation program provided 50,024 passenger trips in 2004, operated 517,858 miles and operated 46,500 vehicle hours of transit service.

In terms of gaps in transportation service, Horizon Human Services identified the following.

Service Gaps

- Additional service capacity to accommodate the roughly 20 one-way trips per month which are requested but not able to be serviced during weekday business hours.

Horizon Human Services is “interested” or “possibly interested” in several potential transportation coordination options. These include the following.

Interest in Coordination

Interested

- Coordinating activities such as procurement, training, vehicle maintenance, and public information with other providers.

Possibly Interested

- Providing transportation under contract to another agency
- Purchasing transportation service from another organization
- Coordinating schedules and vehicle operation with other providers
- Joining together with another agency to consolidate the operation of transportation services
- Joining together with another agency to consolidate purchase of transportation services
- Highlighting connections to other service on schedules
- Joining together with another agency to consolidate transportation services
- Modifying routes to serve major employers or other activity centers
- Participating in an organized county-wide transportation marketing program

With respect to real or perceived barriers to coordination, the survey mentions “liability concerns, maintenance costs, funding, unique client characteristics and confidentiality issues.”

Arizona Foundation for the Handicapped

The Arizona Foundation for the Handicapped (AFH) provides fixed route, fixed schedule transportation for its developmentally disabled clients who attend AFH Day Program. Two vehicles are operated. One provides service within Casa Grande. The other goes to Coolidge and Eloy. Service is provided weekdays from 7:00 to 9:00 AM and from 3:35 to 5:45 PM. At other times of the day the vehicles are used for recreation and medical trips. Low times for vehicle use are 9:00 AM to 3:00 PM.

Cost information for transportation services were not provided. Funding comes from Vocational Rehabilitation and Developmental Disabilities, as well as revenue from some clients. The transportation program provided approximately 500 passenger trips in 2004, operating roughly 24,000 miles of transit service. The estimated average trip length is 50 miles.

In terms of gaps in transportation service, the Foundation identified the following.

Service Gaps

- Transportation for individuals who do not qualify for funding through Vocational Rehabilitation or Developmental Disabilities.
- There used to be a bus route with several buses running between Casa Grande, Eloy, Coolidge, Arizona City, Stanfield and Maricopa. It was open to the public and is greatly missed.

The Arizona Foundation for the Handicapped indicated the following interests in coordination.

Interest in Coordination

Interested

- None

Possibly Interested

- None

In terms of current coordination efforts, the Foundation stated that there are other agencies in the area that are contracted by the State through VR/DD to transport clients to AFAH Day Program. These include PPEP, CLS and AIRES.

With respect to real or perceived barriers to coordination, the survey mentions “liability concerns, availability of vehicles equipped to transport individuals in wheelchair, availability to have staff on vehicles to assist with medical and behavior needs of clients.

Arizona Bridge to Independent Living

The Arizona Bridge to Independent Living (ABIL) coordinates programs designed to empower persons with disabilities to live as independently as possible in the community. ABIL provides transportation only for clients attending their programs and typically only in metropolitan areas. Most clients (90%) have a physical disability and the remainder (10%) have a mental disability. Most (95%) are low income and unemployed. Most transportation is for recreational purposes (50%) and for program activities (40%). The remainder (10%) are for education and training.

In terms of gaps in transportation service, the ABIL identified the following.

Service Gaps

- Public transportation to services, education, employment and recreational opportunities.
- Residents of Pinal County cannot participate in ABIL programs because they do not have transportation.

The ABIL indicated no interest in coordination as they do not provide transportation in Pinal County.

Interest in Coordination

Interested

- None

Central Arizona Council on Developmental Disabilities

The Central Arizona Council on Developmental Disabilities transports clients with a wide range of disabilities, including elderly, developmentally disabled, physically disabled, cerebral palsy, autism, mental retardation, hard of hearing and the visually impaired. Transportation is provided in Pinal, Gila and Maricopa Counties from 6:00 AM to 10:00 PM. seven days a week using three vehicles. Major destinations are day programs, doctors, shopping and other daily activities.

Roughly 1,000 trips are provided per year, covering 27,000 service miles and providing 1,500 service hours. Estimated transportation administrative and operating costs are \$16,800 per year.

In terms of gaps in transportation service, the Council identified the following.

Service Gaps

- More transportation service to enable clients to attend program activities.

The Central Arizona Council on DD indicated interest in the following activities.

Interest in Coordination

Interested

- Providing transportation service under contract to another agency
- Joining with another agency to consolidate operations
- Joining with another agency to consolidate purchasing
- Highlighting connections to other services on their schedules
- Adjusting hour or frequency of service
- Modifying routes to service major employers or other activities

- Coordinating procurement, training, vehicle maintenance etc.
- Participating in an organized county-wide transportation marketing program

With respect to real or perceived barriers to coordination, the survey mentions “statutory barriers to pooling funds, liability issues, and unique client characteristics.

Portable Practical Educational Preparation (PPEP)

PPEP's Encompass program operates group homes and day programs for developmentally disabled and/or physically disabled adults. Transportation is provided using eleven vans, most of which are wheelchair accessible. Vehicle schedules address the day-to-day needs of clients. Vans operate weekdays from 6:30 AM to 6:00 PM. Client pick-ups and drop-offs are done on a fixed route basis, with other transportation changing daily in response to the changing job training, employment, medical and social needs of clients. The following trip purposes are served: adult day care (35%), education/training (30%), medical (10%), social/recreational (10%), service appointments (5%).

Approximately 8,000 trips are provided annually. Roughly 1,400 service hours of transportation service is provided, operating nearly 28,000 service miles annually. Operating costs equal roughly \$26,000 per vehicle per year.

PPEP currently has a working agreement with the Tohono O'odham Nation to assist developmentally and/or physically disabled individuals on the reservation with needed services. In addition, PPEP has made its vehicles available during evening and weekend hours in Casa Grande to support other community services.

No survey was returned from this agency. Therefore transportation service gaps and potential areas of interest in coordination are not available.

Superstition Mountain Mental Health Center

Superstition Mountain Mental Health Center (SMMHC) provides mental health services and opportunities to help families and individuals "effectively deal with challenges and lead productive, fulfilling lives." SMMHC facilities are located in various rural communities in the study area.

A fleet of 29 vehicles is used to provide client transportation services. Two of these vehicles are wheelchair accessible. In addition to providing its own transportation service, SMMHC contracts with Discount Cab and Total Transit for service, as needed. Transportation services are provided in Apache Junction, Queen Creek, Kearny, Superior, Mammoth and Oracle. Service is provided on weekdays from 7:00 AM to 8:30 PM. When vehicles are not transporting clients they may be used to deliver medications, for home visits, and for delivering supplies and inter-office mail.

Most trips (65%) are for health/medical purposes. Other trip purposes include social services (12%), counseling services (9%), recreation (5%), nutrition (3%), shopping and personal business (3%), and other. Primary destinations are the Center facilities in various communities, the Department of Economic Security (DES), local primary care physicians, Walmart and Fry's grocery stores, pharmacies, the Social Security Office,

and libraries. Un-served but requested destinations include Superstition Springs Mall and out-of-town family trips.

SMMHC does not have a separate budget for transportation. Those costs are included in the agency's overall budget. The transportation services, located in the various communities, served 240 passengers in 2004 and operated 340,000 miles and 2,080 hours of transit service. No fare is charged. Transportation is paid from the agency's general operating budget which is supported through various state and federal funding sources disbursed through the Regional Behavioral Health Authority (RBHA)/Cenpatico. Approximately 1/3 of their vehicles were purchased using the FTA 5310 program, managed by ADOT.

In terms of gaps in transportation service, SMMHC identified the following items.

Service Gaps

- Unable to accommodate demand on some days. They turn down or have to re-schedule 6-7 requests per week.
- The availability of general public transportation would be very helpful.

The Superstition Mountain Mental Health Center indicated the following interests in coordination.

Interest in Coordination

Interested

- None

Possibly Interested

- Purchasing transportation from another organization
- Joining together with another agency to consolidate purchase of transportation services
- Highlighting connections to other service on schedules

In terms of perceived barriers to transportation coordination, the survey mentioned lack of resources in staff time and vehicles.

Community Alliance Against Family Abuse (CAAF)

The Community Alliance Against Family Abuse (CAAF) is a nonprofit organization based in Apache Junction which provides education and support services regarding family abuse. They provide emergency no-fare transportation using one van within a 40 mile radius of Apache Junction, twenty-four hours a day, seven days a week. All clients are low income and an estimated 75% are unemployed. The highest percentage of trips (30%) are to get clients to a safe place. Health/medical (25%) and nutrition (25%) are the

next highest trip purposes. Approximately 60 one-way passenger trips are provided per month. An average of 1000 miles and 30 vehicle hours of service are provided monthly. The average trip length is estimated to be 30 miles.

Primary destinations include: social service appoints, medical appointments, education/training, and safe shelters. CAAFA is funded by the Arizona Department of Social Services. The transportation operating budget is \$7,500 per year.

In terms of gaps in transportation service, CAAFA identified the following.

Service Gaps

- Some type of county-wide public transportation is needed. Northern Pinal County residents are geographically isolated from the rest of the county and they are not eligible to access Maricopa County services.

CAAFA is “interested” or “possibly interested” in several potential transportation coordination options, as identified below.

Interest in Coordination

Interested

- Joining together with another agency to consolidate purchase of transportation services
- Highlighting connections to other service on schedules
- Joining together with another agency to consolidate operations
- Coordinating activities such as procurement, training, vehicle maintenance, and public information with other providers.
- Participating in an organized county-wide transportation marketing program

Possibly Interested

- Providing transportation under contract to another agency
- Purchasing transportation service from another organization
- Coordinating schedules and vehicle operation with other providers
- Joining together with another agency to consolidate the operation of transportation services
- Modifying routes to serve major employers or other activity centers

With respect to real or perceived barriers to coordination, the survey mentions “unique client characteristics – we serve victims of violence, which requires a high level of flexibility and confidentiality.” The CAAFA Safe Home Network has a Transportation Committee which worked with the City of Apache Junction to obtain over \$265,000 for the purchase of nine vehicles to benefit seven nonprofit agencies.

Casa Grande Community Hospital

The Casa Grande Community Hospital provides transportation service to clients of the hospital. One operating vehicle and one back-up vehicle are used. Service is provided in a 25-30 mile radius of the hospital. Hours are 8:00 AM to 4:30 PM on weekdays, 8:00 AM to noon on Saturday, and Sunday as needed. Nearly all the trips provided are health-related. Primary destinations include the hospital, physicians' offices, dialysis and retail shopping outlets. When not being used for transportation services, the vehicles are used to bring supplies to and from the hospital. The cost of the service is approximately \$40,800 a year.

In terms of gaps in transportation service, Casa Grande Community Hospital had none listed.

Service Gaps

- None identified.

The hospital's interest in transportation coordination options is shown below.

Interest in Coordination

Interested

- Coordinating procurement, training, vehicle maintenance and public information

No real or perceived barriers to coordination were identified.

Central Arizona College

Central Arizona College in Coolidge provides demand responsive transportation for students using a fleet of six vehicles, four in daily operation and two as back-ups. Transportation is primarily provided for athletics, for seniors and for students on field trips. They estimate that vehicles are operated 100,000 miles a year, mostly in the evening and on weekends. Major destinations are other colleges, museums and educational centers. Operating costs were not identified. Transportation services are supported by student fees.

In terms of gaps in transportation service, Central Arizona College identified the following.

Service Gaps

- Many students have identified the lack of transportation as a barrier to continuing their education.

The College's interest in transportation coordination options is shown below.

Interest in Coordination

Interested

- Coordinating schedules with nearby providers
- Highlighting connections to other fixed route or demand responsive services
- Adjusting hours or frequency of service
- Modifying routes to serve major employers or other activity centers

Possibly Interested

- Purchasing transportation service from another organization
- Joining together with others to consolidate the purchase of transportation services.
- Coordinating procurement,, training, vehicle maintenance and public information

Identified barriers included lack of funds and large service area.

Apache Bravo Young Marines

The Apache Young Bravo Marines operates demand responsive transportation using volunteer drivers for its young Marine clients. One non-accessible van is used. Transportation is typically provided on Mondays and Wednesdays from 4:30 to 5:30 PM and at various times on weekends. Most of the vehicle use (70%) is for education/training. Other trip purposes include recreation (20%) and community services (10%). The most frequent destinations are the VFW Post 7968 office in Apache Junction, MCAS Yuma and Papago Peak for training, and Sacaton and Apache Junction for community service.

No information was provided regarding costs, revenues or operating information such as annual passenger trips, service miles and service hours.

In terms of gaps in transportation service, the Apache Young Marines identified the following.

Service Gaps

- None

The Young Marines indicated the following interests in coordination.

Interest in Coordination

Interested

- None

Possibly Interested

- None

No perceived barriers to transportation coordination were identified.

Town of Kearney

The Town of Kearney operates one accessible van for senior transportation. The vehicle operates twice a month in town and also provides recreational and medical trips out of town. Primary destinations are the casino, WalMart, movies and dinner, to Mexico twice a month, in-town shopping, and medical trips within Kearney and to Phoenix. The vehicle operates 17,000 miles a year. The annual budget is \$13,000 from LTAF.

In terms of gaps in transportation service, the Town of Kearney identified the following.

Service Gaps

- Transportation from outlying areas to Kearney for doctors' appointments
- Limited service with only one van

The Town indicated the following interests in coordination.

Interest in Coordination

Interested

- None

Possibly Interested

- Joining with other organizations to consolidate the operation of transportation service
- Joining with others to consolidate the purchase of transportation service
- Coordinating activities such as procurement, training, vehicle maintenance and public information

No real or perceived barriers to coordination were identified.

Workforce Investment Program/CAAG

The Central Arizona Association of Governments operates the Workforce Investment (WIA) program. WIA provides workplace training, education services and job placement for income qualified individuals in Pinal and Gila Counties. No vehicles are owned. Clients are reimbursed for eligible transportation expenses.

In terms of gaps in transportation service, the WIA program identified the following.

Service Gaps

- Transportation throughout the service area
- Many who need training and employment services cannot participate due to lack of transportation services

WIA staff indicated the following interests in coordination.

Interest in Coordination

Interested

- Purchasing transportation from another organization
- Joining with others to consolidate the purchase of transportation service

No real or perceived barriers to coordination were identified.

Retired Senior Volunteer Program (RSVP)/CAAG

The Central Arizona Association of Governments operates the Retired Senior Volunteer Program in Pinal and Gila Counties. Approximately 600 senior volunteers are enrolled. Transportation is a high priority for seniors who need to access doctor appointments, prescription pick-ups, grocery shopping and senior center activities such as hot meals. Reliable and inexpensive transportation would enable many volunteers and those they serve to attend other social events and reconnect them to their communities. Preferred times would be 10:00 AM to 1:00 PM.

In terms of gaps in transportation service, the RSVP program identified the following.

Service Gaps

- Transportation throughout the service area (especially from 10:00 AM to 1:00 PM for volunteers and also from 1:00 to 4:00 PM for others).

RSVP staff indicated the following interests in coordination.

Interest in Coordination

Interested

- Providing transportation under contract to another agency
- Purchasing transportation service from another organization
- Coordinating schedules and vehicle operation with other providers
- Joining together with another agency to consolidate the operation of transportation services
- Highlighting connections to other service on schedules
- Joining together with another agency to consolidate operations
- Adjusting service or frequency of service
- Modifying routes to serve major employers or other activity centers
- Coordinating activities such as procurement, training, vehicle maintenance, and public information with other providers.
- Participating in an organized county-wide transportation marketing program

With respect to barriers to coordination, RSVP program staff indicated turf issues concerning grants and other competitive funds.

Pinal County Schools

There are numerous school districts in Pinal County. Traditional public schools and special education school districts are listed below. There are also Juvenile Justice System Schools in the county.

Traditional Public Schools

Apache Elementary School District
Apache Junction Unified School District
Casa Grande Elementary District
Casa Grande Union High School District
Coolidge Unified School District
Eloy Elementary School District
Florence Unified School District
J. O. Combs Elementary District
Mammoth-San Manuel Unified District
Maricopa Unified School District
Oracle Elementary District
Picacho Elementary District
Ray Unified District
Red Rock Elementary District

Sacaton Elementary District
Santa Cruz Valley Unified District
Stanfield Elementary District
Toltec Elementary District

Special Education

Mary C. O'Brien Accommodation District
Pinal County Special Education Program
Villa Oasis Interscholastic Center for Education

Commercial Transportation Providers

Several commercial transportation providers operate in the study area. These include:

Paul's Taxi Service

Headquartered in Coolidge, service is also provided to Florence, Eloy and Casa Grande. Operating two vehicles, the base rate in Coolidge is \$1.00 per mile. A round-trip to Casa Grande is \$50 including a one-hour wait time.

Casa Grande Executive Car Service

Primarily an airport shuttle, vehicles can be chartered for a ½ day for \$130 or for the full day for \$250. The service operates four Lincoln Town Cars.

Pinal Connections

Primarily an airport shuttle, a trip from Casa Grande/Coolidge/Casa Grande would be \$50 with a one hour wait time.

Safe Ride and Statewide Express Transportation

There are two contract providers typically used to provide AHCCCS (Medicaid) transportation services, Safe Ride and Statewide Express Transportation. These providers were certified through the AHCCCS system and selected for use as needed by health care provider agencies serving the area.

Greyhound

Intercity bus service is provided by Greyhound on Interstate 10.

Casa Grande/Phoenix	2 Trips/Day	\$13.50 one-way
Casa Grande/Tucson	2 Trips/Day	\$15.50 one-way

Summary of Existing Transportation Services

Table II-1 presents a summary of the public and specialized transportation services in the Pinal County area. The next chapter assesses service duplication and service gaps.

**TABLE II-1
PROVIDER SERVICE SUMMARY (page 1)**

<u>Provider</u>	<u>Perceived Service Gaps</u>	<u>Interest in Coordinaton</u>	<u>Real of Perceived Barriers to Coordination</u>
<p>City of Coolidge Service Area: City limits Days/Hours: Monday-Friday, 7:30 AM-5:30 PM Customer Focus: General public Vehicles: 3 18-passenger buses 1 18-passenger bus, backup</p>	<p>Service to Casa Grande Service to Florence Non-emergency medical trips to specialist in Casa Grande Service between Coolidge and Florence (court in Florence, shopping in Collidge)</p>	<p><u>Interested</u></p> <ul style="list-style-type: none"> • Providing transportation under contract to another agency • Purchasing transportation service from another organization • Coordinating schedules and vehicle operation with other providers • Participating in an organized county-wide transportation marketing program <p><u>Possibly Interested</u></p> <ul style="list-style-type: none"> • Joining together with another agency to consolidate the <u>operation</u> of transportation services • Joining together with another agency to consolidate <u>purchase</u> of transportation services • Highlighting connections to other service on schedules • Adjusting hours or frequency of service • Modifying routes to serve major employers or other activity centers • Coordinating activities such as procurement, training, vehicle maintenance, public information with other providers 	<p>Turf issues</p>
<p>Pinal County Division of Public Health Service Area: Eastern Pinal County Days/Hours: Monday-Friday, 8:00 AM-5:00 PM Customer Focus: Seniors, disabled Vehicles: 7 vehicles, 5 operated daily</p>	<p>General transportation elsewhere in county VA hospitals in Tucson and Phoenix Other non-target groups</p>	<p><u>Interested</u></p> <ul style="list-style-type: none"> • Providing transportation under contract to another agency • Highlighting connections to other service on schedules • Adjusting hours or frequency of service • Coordinating activities such as procurement, training, vehicle maintenance, public information with other providers • Participating in an organized county-wide transportation marketing program <p><u>Possibly Interested</u></p> <ul style="list-style-type: none"> • Joining together with another agency to consolidate transportation operations • Modifying routes to serve major employers or other activity centers 	<p>No steady source of funding Unable to contract with another agency</p>

**TABLE II-1
PROVIDER SERVICE SUMMARY (page 2)**

<u>Provider</u>	<u>Perceived Service Gaps</u>	<u>Interest in Coordinaton</u>	<u>Real of Perceived Barriers to Coordination</u>
<p>Pinal County Human Services/ Palm Villa Adult Day Health Service Area: Coolidge area Days/Hours: Monday-Friday, 7:00-9:00 AM and 3:00-5:00 PM Customer Focus: Seniors Vehicles: 2 accessible vans</p>	<p>None identified</p>	<p><u>Interested</u></p> <ul style="list-style-type: none"> • None <p><u>Possibly Interested</u></p> <ul style="list-style-type: none"> • Joining together with another agency to consolidate the <u>operation</u> of transportation services • Joining together with another agency to consolidate <u>purchase</u> of transportation services • Joining together with another agency to consolidate operations • Coordinating activities such as procurement, training, vehicle maintenance, public information with other providers • Participating in an organized county-wide transportation marketing program 	<p>None</p>
<p>Dorothy Powel Senior Center Service Area: Casa Grande city limits Days/Hours: Monday-Friday, 8:00 AM-2:00 PM Customer Focus: Seniors Vehicles: 2 vehicles (one is back-up)</p>	<p>Need more hours - after 2:30 PM Need for general public transit Service is needed outside city limits, to Phoenix, fairgrounds, Central Arizona College.</p>	<p><u>Interested</u></p> <ul style="list-style-type: none"> • Joining together with another agency to consolidate the <u>operation</u> of transportation services • Joining together with another agency to consolidate operations • Adjusting hour or frequency of service • Coordinating activities such as procurement, training, vehicle maintenance, public information with other providers <p><u>Possibly Interested</u></p> <ul style="list-style-type: none"> • Coordinating schedules and vehicle operation with other providers • Highlighting connections to other services on schedules <ul style="list-style-type: none"> • Participating in an organized county-wide transportation marketing program 	<p>None</p>

**TABLE II-1
PROVIDER SERVICE SUMMARY (page 3)**

<u>Provider</u>	<u>Perceived Service Gaps</u>	<u>Interest in Coordinaton</u>	<u>Real of Perceived Barriers to Coordination</u>
<p>Hayden Senior Center Service Area: Hayden, Silver Creek, Kearney, Winkelman, Dudleyville, Mammoth, San Miguel, Oracle Days/Hours: Monday-Friday, 10:30 AM-2:30 PM Customer Focus: Seniors Vehicles: 5 vans (1 is a backup, ? Accessible)</p>	<p>Doctors appointments in Kearney, Phoenix, Tucson and sometimes Globe</p>	<p><u>Interested</u></p> <ul style="list-style-type: none"> • Joining together with another agency to consolidate the <u>operation</u> of transportation services • Joining together with another agency to consolidate <u>purchase</u> of transportation services • Highlighting connections to other service on schedules • Joining together with another agency to consolidate operations • Adjusting hours or frequency of service • Coordinating activities such as procurement, training, vehicle maintenance, public information with other providers <p><u>Possibly Interested</u></p> <ul style="list-style-type: none"> • Providing transportation under contract to another agency • Purchasing transportation service from another organization • Coordinating schedules and vehicle operation with other providers • Modifying routes to serve major employers or other activity centers • Participating in an organized county-wide transportation marketing program 	<p>No public transit service in the area and taxis are too expensive</p>
<p>Superior Senior Center Service Area: Superior primarily Days/Hours: Monday-Friday, 8:00 AM-3:00 PM Customer Focus: Seniors Vehicles: 2 vans (1 is a backup, 1 Accessible)</p>	<p>None identified</p>	<p><u>Interested</u></p> <ul style="list-style-type: none"> • None <p><u>Possibly Interested</u></p> <ul style="list-style-type: none"> • Coordinating activities such as procurement, training, vehicle maintenance, public information with other providers 	<p>None identified</p>
<p>Apache Junction Senior Center Service Area: Apache Junction primarily Days/Hours: Monday-Friday, 9:00 AM-4:00 PM Customer Focus: Seniors Vehicles: 2 vans (no backup, 1 Accessible)</p>	<p>Unmet needs in Apache Junction Unmet needs to medical and other facilities outside of Apahe Junction</p>	<p><u>Interested</u></p> <ul style="list-style-type: none"> • None <p><u>Possibly Interested</u></p> <ul style="list-style-type: none"> • None 	<p>None identified</p>

**TABLE II-1
PROVIDER SERVICE SUMMARY (page 4)**

<u>Provider</u>	<u>Perceived Service Gaps</u>	<u>Interest in Coordinaton</u>	<u>Real of Perceived Barriers to Coordination</u>
<p>Pinal Hispanic Council Service Area: Eloy, Coolidge,Casa Grande, Arizona City, Picacho and Florence Days/Hours: Monday-Friday, 8:00 AM-5:00 PM Customer Focus: Agency clients (mental illness, elderly, children, adults) Vehicles: 6 vans (none are accessible)</p>	<p>Better access to services, applintments and jobs. Service on weekends</p>	<p><u>Interested</u> • All types of coordination</p>	<p>None identified</p>
<p>Town of Florence (Dorothy Nolan Senior Center) Service Area: Town limits primarily Days/Hours: Monday-Friday, 8:00 AM-4:00 PM Customer Focus: Seniors Vehicles: 2 vans (1 is accessible)</p>	<p>Transportation to doctor appointments and airports in Casa Grande, Coolidge, Tucson, Mesa and Phoenix, mostly in the mornings</p>	<p><u>Interested</u> • None <u>Possibly Interested</u> • Providing transportation under contract to another agency of transportation services • Coordinating schedules and vehicle operation with other providers • Joining together with another agency to consolidate the <u>operation</u> of transportation services • Joining together with another agency to consolidate <u>purchase</u> of transportation services • Highlighting connections to other services on schedules • Joining together with another agency to consolidate operations • Adjusting hour or frequency of service • Participating in an organized county-wide transportation marketing program • None</p>	<p>Liability, funding, staffing</p>
<p>Catholic Community Services Service area: Eloy and Coolidge and to/from Casa Grande, Arizona City, Elenven Mile Corner, Valley Farams, Twilight Trails, Florence, and Randolph Days/Hours: Eloy, weekdays, 9:00 AM-2:30 PM Coolidge, weekdays, 8:00 AM-2:00 PM Customer Focus: Seniors Vehicles: 2 vans (no is a backup, ? accessible)</p>		<p><u>Interested</u> • Coordinating activities such as procurement, training, vehicle maintenance, public information with other providers • Participating in an organized county-wide transportation marketing program <u>Possibly Interested</u> • Joining together with another agency to consolidate the <u>operation</u> of transportation services • Joining together with another agency to consolidate <u>purchase</u> of transportation services • Joining together with another agency to consolidate operations • Adjusting hours or frequency of service</p>	

TABLE II-1

PROVIDER SERVICE SUMMARY (page 5)

<u>Provider</u>	<u>Perceived Service Gaps</u>	<u>Interest in Coordination</u>	<u>Real of Perceived Barriers to Coordination</u>
<p>Garnet Retirement and Assisted Living Comm. Service Area: 15 miles radius of Casa Grande Days/Hours: Monday-Friday, 8:00 AM-4:30 PM Customer Focus: Seniors Vehicles: 1 van (no backup, ? accessible)</p>	<p>Trips to deparatment stores in malls More frequent trips to drug stores.</p>	<p><u>Interested</u></p> <ul style="list-style-type: none"> • None <p><u>Possibly Interested</u></p> <ul style="list-style-type: none"> • Highlighting connections to other services on schedules • Modifying routes to serve major employers or other activity centers • Participating in an organized county-wide transportation marketing program 	<p>Liability concerns and client characteristics</p>
<p>Horizon Human Services Service Area: 45 mile radius of Casa Grande Days/Hours: weekdays, 7:00 AM-5:00 PM Customer Focus: Pyschiatric and/or developmentally disabled Vehicles: 35 vehicles in three county service area Most are autos, 4 are accessible</p>	<p>Additional capacity to accommodate roughly 20 one-way passenger trips per month</p>	<p><u>Interested</u></p> <ul style="list-style-type: none"> • Coordinating activities such as procurement, training, vehicle maintenance, public information with other providers <p><u>Possibly Interested</u></p> <ul style="list-style-type: none"> • Providing transportation under contract to another agency • Purchasing transportation service from another organization • Coordinating schedules and vehicle operation with other providers • Joining together with another agency to consolidate the <u>operation</u> of transportation services • Joining together with another agency to consolidate <u>purchase</u> of transportation services • Highlighting connections to other services on schedules • Modifying routes to serve major employers or other activity centers • Participating in an organized county-wide transportation marketing program 	<p>Liability concerns, maintenance costs, funding, unique client characteristics and confidentiality</p>
<p>Arizona Foundation for the Handicapped Service Area: Casa Grande Days/Hours: Monday-Friday, 7:00-9:00 AM and 3:35-4:45 PM Customer Focus: Developmentally disabled Vehicles: 2 vans (no backup, ? accessible)</p>	<p>Transportatin for individuals who don't qualify for VR or DD funding Former public transit service is missed.</p>	<p><u>Interested</u></p> <ul style="list-style-type: none"> • None <p><u>Possibly Interested</u></p> <ul style="list-style-type: none"> • None 	<p>Liability conerns, wheelchair equipment, staff to handle special medical and behavioral needs of clients</p>

**TABLE II-1
PROVIDER SERVICE SUMMARY (page 6)**

<u>Provider</u>	<u>Perceived Service Gaps</u>	<u>Interest in Coordinaton</u>	<u>Real of Perceived Barriers to Coordination</u>
<p>Arizona Bridge to Independent Living Service Area: Mostly in metropolitan areas Days/Hours: Customer Focus: Persons with disabilities who ABIL programs Vehicles: 0 in rural areas</p>	<p>People need access to services, education employment, and recreatoinal activities Need access to ABIL programs</p>	<p><u>Interested</u> • None <u>Possibly Interested</u> • None</p>	<p>Funding, liability, turf issues, and unique client characteristics</p>
<p>Central Arizona Council on Dev. Disabilities Service Area: Pinal, Gila, Maricopa Counties Days/Hours: Everyday, 6:00 AM-10:00 PM Customer Focus: Developmentally disabled Vehicles: 3 vans, no back-up vehicles</p>	<p>Clients need transportation 24/7. Their program activites are limited due to lack of transportation</p>	<p><u>Interested</u> • Modyfying routes to service major employers or other activiteis <u>Possibly Interested</u> • Providing transportation service under contract to another agency • Joining together with another agency to consolidate the<u>operation</u> of transportation services • Joining together with another agency to consolidate<u>purchase</u> of transportation services • Highlighting connections to others services on schedules • Adjusting hours or frequency of service • Coordinating activities such as procurement, training, vehicle maintenance, public information with other providers • Participating in an organized county-wide transportation marketing program</p>	<p>Barriers to pooling funds. Liability issues Unique client characteristics</p>
<p>Portable Practical Educational Preparation (PPEP) Service Area: No survey yet Days/Hours: Everyday, 6:30 AM-6:00 PM Customer Focus: Developmentally disabled Vehicles: 11 van, most are accessible</p>	<p>No survey provided</p>	<p>No survey provided</p>	<p>No survey provided</p>

**TABLE II-1
PROVIDER SERVICE SUMMARY (page 7)**

<u>Provider</u>	<u>Perceived Service Gaps</u>	<u>Interest in Coordinaton</u>	<u>Real of Perceived Barriers to Coordination</u>
<p>Superstition Mountain Mental Health Center Service Area: Pinal County Days/Hours: Weekdays, 7:00 AM-8:30 PM Weekends, 9:00 AM - 6:00 PM Customer Focus: Families and individuals with mental health services Vehicles: 29 vehicles, 2 accessible Also contract with private operators</p>	<p>Service capacity limits on some days No general public transit</p>	<p><u>Interested</u> • None <u>Possibly Interested</u> • Purchasing transportation service from another organization • Joining together with another agency to consolidate <u>purchase</u> of transportation services • Highlighting connections to other services on schedules</p>	<p>Lack of resources in staff time and vehicles</p>
<p>Community Alliance Against Family Abuse (CAFA) Service Area: 40 mile radius of Apache Junction Days/Hours: Emergency transportation 24/7 Customer Focus: Family abuse Vehicles: 1 van (no backup, ? accessible)</p>	<p>Need county-wide public transit Northern Pinal County residents are geographically isolated from the rest of Pinal County and aren't eligible for services in Maricopa County</p>	<p><u>Interested</u> • Joining together with another agency to consolidate <u>purchase</u> of transportation services • Highlighting connections to other services on schedules • Joining together with another agency to consolidate operations • Coordinating activities such as procurement, training, vehicle maintenance, public information with other providers • Participating in an organized county-wide transportation marketing program <u>Possibly Interested</u> • Providing transportation under contract to another agency • Purchasing transportation service from another organization • Coordinating schedules and vehicle operation with other providers • Joining together with another agency to consolidate the <u>operation</u> of transportation services • Modifying routes to serve major employers or other activity centers</p>	<p>Unique client characteristics Currently coordinating vehcile purchase with City of Apache Junction</p>

**TABLE II-1
PROVIDER SERVICE SUMMARY (page 8)**

<u>Provider</u>	<u>Perceived Service Gaps</u>	<u>Interest in Coordinaton</u>	<u>Real of Perceived Barriers to Coordination</u>
<p>Casa Grande Regional Medical Center Service Area: 25-30 miles radius of Casa Grande Days/Hours: Mon. and Wed., 8:00-4:30 PM Customer Focus: Patients Vehicles: 2 vans, one is back-up</p>	None identified	<p><u>Interested</u></p> <ul style="list-style-type: none"> • Coordinating procurement, training, vehicle maintenance and public information 	None identified
<p>Central Arizona College Service Area: Statewide Days/Hours: Mostly evenings and weekends Customer Focus: Students Vehicles: 6 vehicles, 4 in daily operation</p>	Many students have identified transportation as a barrier to continuing their education	<p><u>Interested</u></p> <ul style="list-style-type: none"> • Coordinating schedules wwith nearby providers • Highlighting connections to other services • Adjusting hour or frequency of service • Modyfing routes to service major employer or other activity centers <p><u>Possibly Interested</u></p> <ul style="list-style-type: none"> • Purchasing transportation service from another organization • Joining together with others to consolidate the pruchase of transportation services • Coordinating procurement, training, vehicle maintenance and public information 	None
<p>Apache Bravo Marines Service Area: Apache Junction area Days/Hours: Mon. and Wed., 4:30-5:30 PM Various times on weekends Customer Focus: Yound Marines Vehicles: 1 vans, not accessible</p>	None identified	<p><u>Interested</u></p> <ul style="list-style-type: none"> • None <p><u>Possibly Interested</u></p> <ul style="list-style-type: none"> • None 	None identified

**TABLE II-1
PROVIDER SERVICE SUMMARY (page 9)**

<u>Provider</u>	<u>Perceived Service Gaps</u>	<u>Interest in Coordinaton</u>	<u>Real of Perceived Barriers to Coordination</u>
<p>Town of Kearney Service Area: Pinal and Gila Counties Days/Hours: Reimbursement for transportation Customer Focus: Low income job seekers Vehicles: No vehicles</p>	<p>Transportation throughout service area Evening transportatin to community college</p>	<p><u>Interested</u></p> <ul style="list-style-type: none"> • Purchasing transportatin from another organizatoin • Joining together with another agency to consolidate <u>purchase</u> of transportation services • Coordinating activites such as procurement, training, vehicle vehicle maintenence, and public information 	<p>None mentioned</p>
<p>CAAG WorkForce Investment Program Service Area: Superior primarily Days/Hours: Monday-Friday, 8:00 AM-3:00 PM Customer Focus: Seniors Vehicles: 2 vans (1 is a backup, 1 Accessible)</p>	<p>Transportation throughout service area Transportation to training and employment activities</p>	<p><u>Interested</u></p> <ul style="list-style-type: none"> • None <p><u>Possibly Interested</u></p> <ul style="list-style-type: none"> • Coordinating activities such as procurement, training, vehicle maintenance, public information with other providers 	<p>None identified</p>
<p>CAAG Retired Senior Volunteer Program Service Area: Pinal and Gila Counties Days/Hours: Monday-Friday, 10 AM- 1 PM mostly Customer Focus: Seniors Vehicles: Volunteers use own vehicles</p>	<p>Transportation options for volunteers without cars</p>	<p><u>Interested</u></p> <ul style="list-style-type: none"> • Providing transportation under contract to another agency • Purchasing transportation service from another organization • Coordinating schedules and vehicle operation with other providers • Joining together with another agency to consolidate <u>the operation</u> of transportation services • Highlighting connections to other services on schedules • Adjusting service hours or frequency of service • Modifying routes to serve major employers or other activity centers • Coordinating activites such as procurement, training, vehicle vehicle maintenence, and public information • Participating in an organized county-wide transportation marketing program 	<p>Turf issues re grants and other competitive funds</p>

III. SERVICE DUPLICATION AND SERVICE GAPS

This chapter presents an assessment of service duplication and service gaps relative to existing transportation operations in the Pinal County area. The identified areas of service duplication and service gaps will form the basis for identifying options for identifying and evaluating options for service coordination among existing providers.

Service Duplication

Duplication of transportation services can take several forms. The most obvious would be buses operating in the same area at the same times. Another form of “duplication” could be two or more different agencies serving the same clientele – senior services for meals and separate services for senior volunteers. Another potential duplication could be general public service in the same area as segregated services for seniors or persons with disabilities, when riders in those specialized services could effectively ride the general public service. Duplicative vehicle maintenance and duplicative administration are other potentials. Unused maintenance capability or dispatch are other potential examples of duplication.

There is a wide variety of potential scenarios which could be construed as “service duplication.” Sometimes what appears to be duplication initially is not really duplication when looked at more closely. An obvious example would be a van from the County Sheriff’s office carrying criminals which pass a general public transit van on the same street going the same direction, at the same time. On one hand there may be “service duplication” but there is no real opportunity for coordination so the term loses its meaning.

Given that understanding, this section examines service duplication on two levels. First, a gross view is taken on what appears to be duplication. Second, a more refined view is taken to determine areas where there is an opportunity for coordination. Five areas are examined: on-street vehicle operation, dispatch, vehicle maintenance, marketing, and administration.

On-Street Vehicle Operation

Below is information on existing providers which is organized based on characteristics of existing on-street operation. Three categories are presented; service area, client base and days and times of service. Service gaps and potential areas of coordination may be identified based on this on-street operation information.

Service Area

- *Casa Grande* – Dorothy Powel Senior Center, Pinal Hispanic Council, Horizon Human Services, Garnet Retirement and Assisted Living Community, Arizona Foundation for the Handicapped, Superstition Mountain Mental Health Center, Casa Grande Community Hospital. J & M Cab, Pinal Connections
- *Coolidge* – City of Coolidge (Cotton Express), Catholic Community Services, Coolidge Senior Adult Center, Palm Villa Adult Day Health, Pinal Hispanic Council, Horizon Human Services, Central Arizona College
- *Florence/Johnson Ranch* – Town of Florence/Senior Center, Pinal Hispanic Council, Horizon Human Services, Superstition Mountain Mental Health Center, Palm Villa Adult Day Care, Community Alliance Against Family Abuse
- *Kearney/Calvin/Riverside/Hayden-Winkleman* – Hayden Senior Center, Pinal County Health Dept (On-the-Go-Express), Superstition Mountain Mental Health Center
- *Mammoth/Oracle/San Manuel/Dudleyville/Aravaipa* – Pinal County Health Dept (On-the-Go-Express), Superstition Mountain Mental Health Center,
- *Eloy/Arizona City/Chuichu* – Catholic Community Services (Eloy Senior Center), Pinal Hispanic Council, Horizon Human Services, Pinal-Gila Council for Senior Citizens (Santa Cruz Village Apartments)
- *Apache Junction* – Apache Junction Senior Center, Superstition Mountain Mental Health Center, Horizon Human Services, Community Alliance Against Family Abuse (CAAF), Apache Bravo Young Marines
- *Superior* – Superior Senior Center, Pinal County Health Dept (On-the-Go-Express), Superstition Mountain Mental Health Center, Community Alliance Against Family Abuse (CAAF)

- *Queen Valley* – Superstition Mountain Mental Health Center, Community Alliance Against Family Abuse (CAAFA)
- *Queen Creek* - Superstition Mountain Mental Health Center, Community Alliance Against Family Abuse (CAAFA)
- *Maricopa/Ak-Chin/Stanfield* - Horizon Human Services, Pinal-Gila Council for Senior Citizens
- *Eleven Mile Corner* – Horizon Human Services, Superstition Mountain Mental Health Center
- *Oracle Junction/Saddlebrook* - Superstition Mountain Mental Health Center, Pinal County Health Dept (On-the-Go-Express)
- *Golden Canyon* - Superstition Mountain Mental Health Center, Community Alliance Against Family Abuse (CAAFA), Bravo Young Marines
- *Gila River Indian Community* – Gila River services and Horizon Human Services

Client Base

Below is information on how the various providers could be grouped by client base. The categories used are: general public, seniors, developmental disabilities, mental health, and other. Persons with physical disabilities may be included in any of these other categories.

- *General Public* - City of Coolidge (Cotton Express), Pinal County Division of Public Health (low income focus)
- *Seniors* - Dorothy Powel Senior Adult Center, Palm Villa Adult Day Health, Town of Florence, Catholic Community Services, Hayden Senior Center, Superior Senior Center, Apache Junction Senior Center, Garnet of Casa Grande Retirement and Assisted Living Community, Pinal County Health Department
- *Developmental Disabilities* - Horizon Human Services, Arizona Foundation for the Handicapped, Central Arizona Council on Developmental Disabilities, Portable Practical Educational Preparation (PEPP), Pinal County Health Department

- *Mental Health* - Superstition Mountain Mental Health Center, Horizon Human Services
- *Other* - Community Alliance Against Family Abuse (CAAFa), Casa Grande Community Hospital, Central Arizona College, Apache Bravo Young Marines, Pinal County Schools

Days and Times of Service

Existing services are organized by characteristics of their days and hours of service below. Very limited service is available in the evening and on weekends.

- *Weekday Typical Business Hours* - City of Coolidge (Cotton Express), Catholic Community Services, Pinal County Division of Public Health, Dorothy Powel Senior Adult Center, Palm Villa Adult Day Health (Coolidge Senior Center), Town of Florence (Florence Senior Center), Hayden Senior Center, Superior Senior Center, Apache Junction Senior Center, Garnet of Casa Grande Retirement and Assisted Living Community, Horizon Human Services, Arizona Foundation for the Handicapped, Central Arizona Council on Developmental Disabilities, Portable Practical Educational Preparation (PEPP), Superstition Mountain Mental Health Center, Community Alliance Against Family Abuse (CAAFa), Casa Grande Community Hospital, Central Arizona College, Pinal County Schools
- *Evenings* - Superstition Mountain Mental Health Center, Community Alliance Against Family Abuse (CAAFa), Apache Bravo Young Marines, Central Arizona College
- *Weekends* - Community Alliance Against Family Abuse (CAAFa), Central Arizona College

Dispatch

Most agencies have some type of radio contact with drivers. Some type of dispatch sharing could occur relative to these situations.

- Senior services
- DD and mental health
- Public and specialized
- County-wide

Vehicle Maintenance

All agencies must maintain their vehicles. Sharing maintenance facilities and/or personnel could reduce duplication.

- Senior services
- DD and mental health
- Public and Specialized
- County-wide
- By geographic area

Marketing

All agencies have the need tell the public or their clients about the transportation services they provide. Joint marketing opportunities could be available.

- Senior services
- DD and mental health
- Public and Specialized
- County-wide
- By geographic area

Administration

All agencies must perform management responsibilities relative to their transportation programs. Management tasks include: budgeting, reporting, grant application and grant management, driver training and supervision. There may be opportunities to coordinate various administrative functions among agencies.

- Senior services
- DD and mental health
- Public and Specialized
- County-wide
- By geographic area

Service Gaps

The surveyed agencies identified various gaps in transportation service from their individual agency perspectives. The gaps include a variety of issues, including: service area, clients served, days of week, times of day, user fares, and others. Major service

gaps, as identified by the providers, and others, are presented below. Overall service gaps are listed first, followed by the specific gaps identified by each agency.

Overall Gaps in Transportation Service

- General public transportation service county-wide
- Non-emergency medical transportation within the county and to Phoenix and Tucson
- Transportation to work and work-related activities, including child care
- Shopping trips

Specific Service Gaps

Specific service gaps were identified by the transportation providers who completed surveys. These gaps-by-agency are included in Table II-1 in chapter II, Transportation Service Inventory. Transportation service gaps as identified by staff from various areas within the Arizona Department of Economic Security (DES) are presented in Table III-1.

**TABLE III-1
STAKEHOLDER COMMENTS ON SERVICE GAPS**

Stakeholder	Benefits from Expanded Services	Unmet Demand	Other Comments
<p>Arizona Dept. of Economic Security Child Care Administration <i>Dora Duarte</i> Loretta Munoz: (520) 736-2351 x 231</p>	<p>Customers would be better able to obtain and keep jobs, and take their children to child care providers near their homes or work. They would also have better access to medical services. Many time families in Eloy are unable to get perscription medication because they don't have transportation to Casa Grande.</p>	<p>Customers who could find better jobs are unable to access them due to lack of transportation. Travel among communities for work start times of 7:00AM and 8:00AM would be best. Ideally odd-hours shifts could also be served.</p>	
<p>Arizona Dept. of Economic Security Family Assistance Administration <i>Sally Dominguez</i></p>	<p>Support services for Family Assistance are not fully utilized due to lack of transportation to child support enforcement, employment services, and possibly some education services.</p>	<p>Family Assistance does have eligibility criteria which cause numerous trips to the various offices for finger imaging, providing verification, etc. Improved transportation would help.</p>	<p>Sacaton Hospital (HU Hu Kam) will transport clients for appointments. Destinations which need service: DES, doctor, job, shopping, school, various business appointments.</p>
<p><i>Casa Grande (Joetta Shaffer)</i></p>	<p>We have many customers who have to travel for child support appointments in Florence which is a 45 minute drive and many don't have transportation.</p>		<p>Destinations which need service: Florence</p>
<p><i>Eloy (Catherine Ketcham)</i></p>	<p>Our clients have no access to public transportatin and most do not have autos. Very few jobs are available in Eloy that are within walking distance.</p>	<p>JOBS/AFDC clients are limited in where they may apply for work. Some clients miss opportunities do to no ride.</p>	<p>Destinations which need service: Coolidge, Florence, Casa Grande</p>
<p><i>Kearney (R.K. Olson)</i></p>	<p>No public transportation is available in rural Pinal County</p>		<p>Destinations which need service: into Kearney for people who live outside of town, Tucson, Phoenix, Globe.</p>
<p><i>Apache Junction (Aurora Wallace)</i></p>	<p>Transportation is needed 7 days a week from 8:00AM to 6:00PM to doctors' appointments, grocery shopping, and to other self-help appointments.</p>	<p>Approximately 20 clients need better access to services.</p>	<p>Destinations which need service: DES, doctors' offices, grocery stores, financial institutions, church</p>

IV. COORDINATION OPTIONS

This chapter presents the options considered by the Study Advisory Committee for coordinating transportation services in the Pinal County Area. The first section presents the range of options considered, based on a national coordination model. The second section identifies specific coordination options for the Pinal County area.

Nationally Recognized Coordination Options

There has been considerable national research regarding options for coordinating public and specialized transportation over the last several years. Many states and local areas have been exceptionally active and there has been abundant nationally research. Based on a review of this research, a model was selected to show the spectrum of coordination activities available for the Pinal County area. The model selected was taken from the report, "Strategies to Increase Coordination of Transportation Service for the Transportation Disadvantaged," Report 105, Transit Cooperative Research Program (TCRP), 2004.

The model, showing the range of possible coordination strategies, is presented below. The degree of coordination activity increases from the top of the list to the bottom.

All Types of Coordination Partners Working Together

- Transportation advocacy coalition building
- Information and referral
- Joint planning, decision making
- Coordinating council
- Sharing technical expertise

Organizations that Do Not Operate Service Working with Transportation Operators.

- Use or subsidize services for client travel
- Travel training
- Mobility management

Organizations that Operate Service Working Together

- Provide vehicles
- Provide technical assistance
- Joint grant applications
- Joint driver training
- Shared vehicle storage/maintenance facilities
- Joint procurement of vehicles, insurance, maintenance, fuel, hardware, software, technology
- Vehicle sharing
- Centralized functions (reservations, scheduling, dispatching)

All Types of Coordination Working Together

- Purchase or contract for service
- Transportation brokerage
- Consolidation of transportation programs

Options for the Pinal County Area

As a starting point, each member of the Study Advisory Committee (SAC) was asked to provide his/her preliminary assessment of the types of coordination strategies which should be pursued in the Pinal County area, using the range of options included in the model. Each Committee member evaluated the options in two ways; first, in terms of its **perceived impact** – how much difference it would make in addressing existing transportation service gaps and service duplication. Second each option was assessed in terms of its **likelihood of being implemented** in the Pinal County area.

The results of the Committee rankings are shown below. The first number refers to the perceived impact of the option, how much good it would do. The second number refers to the likelihood that it could actually be implemented in the Pinal County area. For example, the “5/2” score on the first option, “Transportation advocacy coalition building” indicates that five Committee members ranked that strategy as having high potential impact but only two ranked it high in terms of ability to implement.

All Types of Coordination Partners Working Together

- 5/2 Transportation advocacy coalition building
- 5/6 Information and referral
- 2/2 Joint planning, decision making
- 5/6 Coordinating council
- 1/3 Sharing technical expertise

Organizations that Do Not Operate Service Working with Transportation Operators.

- 7/3 Use or subsidize services for client travel
- 1/1 Travel training
- 2/2 Mobility management

Organizations that Operate Service Working Together

- 1/0 Provide vehicles
- 2/3 Provide technical assistance
- 6/4 Joint grant applications
- 4/7 Joint driver training
- 3/2 Shared vehicle storage/maintenance facilities
- 0/2 Joint procurement of vehicles, insurance, maintenance, fuel, hardware, software, technology
- 2/2 Vehicle sharing
- 4/3 Centralized functions (reservations, scheduling, dispatching)

All Types of Coordination Working Together

- 4/5 Purchase or contract for service
- 4/3 Transportation brokerage
- 1/0 Consolidation of transportation programs

Based on this preliminary evaluation, overall the Committee was most interested in pursuing the following coordination activities.

<u>Action</u>	<u>Most Impact</u>	<u>Most Feasible</u>
All Types of Coordination Partners Working Together		
Transportation advocacy coalition building	5	2
Information and referral	5	6
Coordinating council	5	6
Organizations that Do Not Operate Service Working with Transportation Operators.		
Use or subsidize services for client travel	7	3
Organizations that Operate Service Working Together		
Joint grant applications	6	4
Joint driver training	4	7
Centralized functions (reservations, scheduling, dispatching)	4	3
All Types of Coordination Working Together		
Purchase or contract for service	4	5
Transportation brokerage	4	3

Before moving further in selecting a specific coordination demonstration project, the Committee requested that each of the options be described in more detail, along with examples of how each option might be implemented in the Pinal County area. Based on that request the information below was presented for discussion.

1. All Types of Coordination Partners Working Together

1-A Transportation Advocacy Coalition Building

Work together to advocate for improved transportation services. This could include: increasing community awareness of transportation needs, increasing community awareness of optional transportation solutions, influencing state/federal actions, pursuing funding.

Pinal County Example: Conduct regular or ad hoc meetings to address issues, e.g., provide a transportation booth at a local fair, hold media events regarding vehicle delivery, develop a media and/or local official contact schedule to inform re transportation issues, lobby for changes to ADOT guidelines or for legislation to stabilize LTAF II funding or for other funding.

1-B Information and Referral

Develop a central office and/or telephone number and/or brochure for individuals needing transportation services. Detailed information would be provided regarding existing transportation services, including specific contact information.

Pinal County Example: Update/expand information that is currently provided, on a limited basis, in the Arizona Community Action Association People's Info Guide (PIG).

1-C Joint Planning/Decision Making

Partners could agree to joint planning and decision-making with respect to certain transportation job functions, such as rotating lead agency responsibilities for media contacts, public meetings, planning efforts, capital purchase schedules, etc.

Pinal County Example: Interested agencies could work together to coordinate planning activities, funding requests or media contacts.

1-D Coordinating Council

A Coordinating Council could be established to formalize partnerships among transit providers and programs. The functions of the Coordinating Council could include any of the items identified above.

Pinal County Example: The Study Advisory Committee, or a broader group, could meet regularly once this study is complete. The Committee could be a voluntary group or a more formal County-appointed group.

1-E Sharing Technical Expertise

Various transportation providers could partner to share specific technical information or expertise. This could include training materials, vehicle maintenance procedures, operating policies and procedures, budgeting or other functions.

Pinal County Example: In a workshop format, partners could present examples of work forms such as pre-trip inspection forms, driver logs, dispatch forms, or driver training programs, vehicle maintenance procedures, etc. The best ideas could be incorporated by the other partners, as appropriate.

2. Organizations that Do Not Operate Service Working with Transportation Operators.

2-A Use or subsidize services for client travel

Vouchers or transit passes could be provided by human service agencies to clients for their use on transit services, for free or at a reduced cost. This option is often used by Medicaid non-emergency transportation and TANF programs to enable their clients to access existing transportation services. It is common for the funding agency to agree to reimburse the transportation provider the fully-allocated cost versus the farebox subsidized rate for services.

Pinal County Example: The fact that the Cotton Express is the only public transit service in the county could greatly limit this option. However, some possibilities are: 1) DES/AHCCCS could contract with Cotton Express to provide a set number of trips on a monthly or annual basis; 2) Horizon Human Services or Superstition Mountain Mental Health Center or Pinal County Health Department could provide passes or vouchers to their clients to use the senior transportation services.

2-B Travel Training

This option could be offered to show riders how to use fixed route or specialized transportation services safety and independently. This small group or one-on-one training, is often provided by, or coordinated with, independent living centers or senior centers.

Pinal County Example: Cotton Express staff, or another travel trainer, could meet a senior or DD client at her/his home, walk them to the bus stop, board the bus and ride with them until they understand the process and can take the trip independently. The goal is to familiarize the rider with bus schedules, stops, rider protocols, so the rider can use the fixed route bus and not need to request a curb-to-curb trip. This could also be done with other types of shared services such as 2-A above.

2-C Mobility Management:

This is a half-way point between the Information and Referral option (1-B above) and the Transportation Brokerage option (4-B below). It has more structure and a higher level of service than 1-B but does not actually schedule vehicles as in 4-B. The goal is to provide callers with the best transportation option given their circumstances (senior, physically disabled, mentally disabled, low income job seeker, geographic areas of trip origins and destinations, etc.). A Mobility Manager may also provide non-transportation solutions such as telecommuting, visiting nursing services, etc.

Pinal County Example: A staff person from one of the participating agencies, or an independent agency, could become an “area expert” on all available transportation services and present the best options as requested by callers. The caller would then contact the individual provider to request a trip.

3. Organizations that Operate Service Working Together

3-A Provide vehicles

Agencies could develop a common vehicle back-up pool or provide vehicles to other agencies for special trips, either with or without a driver.

Pinal County Example: Vehicles could be provided for special trips on evenings or weekends. Selected agencies could provide vehicles for each other for emergency back-up as needed.

3-B Provide Technical Assistance

An agency with special expertise could provide special training or support to the group, or agencies could “swap” experts in needed areas.

Pinal County Examples: Cotton Express staff could provide travel training for its service to the clients of other agencies. Agencies with exceptional vehicle maintenance procedures, or driver training, or customer service, or grant writing capability, or computer tech capability, could assist other agencies.

3-C Joint Grant Applications

Two or more agencies could submit one or more joint grant applications.

Pinal County Example: The senior centers in the area could submit a joint/coordinated grant application for 5310 vehicles and/or Older American’s Act monies. A coordinated Pinal County transportation group could submit a joint 5310 application annually.

3-D Joint Driver Training

Agencies could establish a schedule and hire an instructor to conduct joint training for elderly/disabled sensitivity, CDL licensing, on-the-road driving skills, dispatching, customer service, wheelchair transportation techniques, etc.

Pinal County Examples: One agency would develop a master schedule for training in the area and other agencies could participate. This could include in-

house training or using a school district, insurance company or other entity to actually provide the training.

3-E Shared Vehicle Storage/Maintenance Facilities

Agencies in a similar geographic area could share vehicle storage and/or maintenance facilities.

Pinal County Examples: Agencies in eastern Pinal County or other very rural areas could share maintenance and/or storage facilities. Agencies in the Casa Grande area could share facilities. One agencies could provide maintenance through a contract with other providers.

3-F Joint Procurement of Vehicles, Insurance, Maintenance, Fuel, Hardware, Software, Technology

Joint procurement could provide volume discounts and could save on administrative time in arranging the procurement (especially if technical specifications are required).

Pinal County Example: Several agencies could join together to contract with commercial providers for various services.

3-G Vehicle Share

Agencies could share vehicles during unused times or for back-up service when needed. The sharing could include only the vehicle or a vehicle and driver could be shared.

Pinal County Example: Vehicles could be shared for regularly scheduled activities or only for special events. A smaller back-up pool of vehicles could be used if vehicles were shared.

3-H Centralized Functions (Reservations, Scheduling, Dispatching)

A variety of centralized functions could be developed. This could include procurement of various services or commodities, a central reservation line for various geographic areas, joint scheduling, driver training, vehicle dispatch, etc.

Pinal County Example: In Pinal County this could be done in the eastern portion of the county, in the Casa Grande area and/or in other areas.

4. All Types of Coordination Working Together

4-A Purchase or contract for service

A sponsor agency contracts with a transit service operator to provide transportation for a specific group of riders over a defined length of time.

Pinal County Example: Cotton Express could provide service to Palm Villa Adult Day Health. Palm Villa would contract for all or part of the 14,000 annual trips with the City of Coolidge/Cotton Express. The cost to Palm Villa would not be farebox, but the Cotton Express actual operating cost per hour. The contract would be revised annually to reflect current operation performance/cost.

4-B Transportation Brokerage

A third-party (broker) organization contracts with sponsor/funding agencies (human services, senior centers) to provide transportation for their clients. The broker in turn subcontracts with a variety of public, nonprofit, or private sector transportation providers to actually operate the service. The broker could be a public agency, a private nonprofit organization or a professional brokerage management firm. Core functions include provider/carrier procurement, contract management, client registration, recordkeeping and accounting, quality assurance and customer relations.

Pinal County Example: A new or existing organization could contract with a number of other agencies (independent living centers, senior centers, other human service programs) needing transportation. Once individual clients are screened (certified to ride under a specific contract), the rider calls the broker to arrange the trip. The broker agency then schedules the trip with one of its contract providers, based on cost and availability. In the Pinal County area, the County or the Council for Senior Citizens, or a new agency would be logical brokers. Other potential agencies are Horizon Human Services and Superstition Mountain Mental Health Center.

4-C Consolidation of Transportation Programs:

Under this option, one or more transit services would be consolidated into one operation. The consolidated transportation operator would then provide service for all the “member” agencies. All agencies would contribute funding to support the provision of transportation services.

Pinal County Example: Pinal County or the Council for Senior Citizens, or another agency, could become the consolidated provider. The agency would provide services for those agencies which contribute funding. In some areas of the

country Rural (or Regional) Transportation Authorities are established with taxing authority which funds most of the service provided.

Based on this information, the Committee was poised to make a decision on the elements to include in a transportation coordination demonstration project for the Pinal County area.

V. SELECTION OF A DEMONSTRATION PROJECT

The Committee was challenged in determining which coordination options would be most effective in meeting two critical project goals:

1. Address existing transportation needs, and
2. Be “implementable” given the political, social and economic characteristics of the area.

In order to move forward effectively, the Committee decided to develop a mission/vision statement to clarify what they were trying to accomplish through a coordination project. They next considered barriers that would need to be overcome in achieving that mission/vision. After addressing those two issues they moved forward in selecting a specific transportation coordination demonstration project.

Project Mission and Vision Statement

After extensive discussion, the Committee identified the following as their mission and vision statement.

Our mission is to improve the availability of quality transportation services in the Pinal County area, building upon and expanding existing resources. Our vision is an affordable system that meets individuals’ transportation needs and supports the human services, medical, business, educational and recreational goals of the area.

Once the mission/vision statement was identified, they considered barriers which would need to be overcome to implement a specific coordination project.

Barriers to Overcome

The Committee identified numerous issues which appeared to be barriers to effective coordination. These barriers are listed below.

- **Lack of political support**

Recent efforts with various cities and towns, and with Pinal County government, regarding the provision of intra-city and intercity public transportation, had not been successful. When the study began, there was no strong support for coordinating specialized transportation services at the top levels of County administration.

- **Limited existing service, focused on agency-specific clients**

Although there were a lot of vehicles operating in this large rural county, the days and hours of operation were limited and (except for the small public transit service provided by the City of Coolidge) most services were narrowly focused on specific client groups.

- **Service boundary issues**

The only public transit provider in the county, the Coolidge Cotton Express, is limited to operating only within the city limits. Many other providers had narrowly defined service areas.

- **Lack of Funding**

Given escalating gas and insurance costs, and funding cuts, agencies were struggling to maintain existing services. No funding was available to expand services.

- **Turf issues**

There was a perception of turf issues by some agencies.

- **Lack of staff resources**

Agencies expressed a willingness to consider coordination options but were concerned that staff time would be needed and that there appeared to be no obvious funding source to support the administration of an effective coordination project.

- **Funding Program Restrictions**

Agencies were funded by specific client-oriented programs, such as Title III of the Older American's Act and Head Start. Their first priority, therefore, is to serve their own clients.

- **Insurance Restrictions**

Agencies believed their current insurance policies restricted who could ride on their vehicles.

- **Client Confidentiality**

Horizon Human Services and other agencies believed that HIPPA regulations (from the Health Insurance Portability and Accountability Act of 1996) limited their ability to coordinate. For example if non-Horizon clients ride on Horizon vehicles they would know, or believe that, other clients on the bus were Horizon Clients which would violate the confidentiality of those clients.

- **Inability to Tap into AHCCCS Funding**

At least one of the providers (Pinal County Health Department) was an AHCCCS-approved transportation provider but they were not used (or reimbursed) for Medicaid-eligible trips. This limited the amount of transportation dollars going to nonprofit providers in the area, as well as the overall level of service provided.

- **No Transportation Lead Agency**

There was no obvious lead agency to facilitate or broker a coordination project in the Pinal County area. However, four agencies were identified as potential lead agencies; Pinal-Gila Community Child Services, Pinal County Division of Public Health, Pinal-Gila Council of Senior Citizens, and Community Action Human Resources Agency (CAHRA)

Rather than let these perceived barriers stymie the selection of a demonstration project, the Committee decided to move forward with a four-part project and to address each specific barrier as it arose.

The Coordination Demonstration Project

Based on extensive Committee discussion, facilitated by the consultant team, the following elements were selected for inclusion in the Pinal Transportation Coordination Demonstration Project.

- **Transportation Coordinating Council**

A Coordinating Council was recommended, ideally with members appointed by the Pinal County Supervisors. The Council would focus on advocacy as a means to achieve the mission and vision of the Coordination Project. The Council would also work on other areas based on time and resources available. These other areas could include: developing a process to share technical expertise among participating agencies, information and referral, and other potential activities.

- **Sharing Technical Expertise**

Agencies would initially focus on developing and sharing driver training materials and coordinating training schedules.

- **Corridor Service Coordination**

Creative ways to coordinate the delivery of inter-community transportation services in two corridors was recommended. The corridors were identified in areas where current transportation services operate and where there is a need for additional service. The two corridors are Florence-Coolidge-Casa Grande and Eloy-Casa Grande.

- **Other** - Two other coordination efforts were also identified. One was for Pinal Rides participants to support the Coolidge Express as an example of successful public transit in Pinal County. The other was to explore the feasibility of accessing Medicaid reimbursement for non-emergency medical transportation by nonprofit providers in Pinal County.

Each of these elements of the coordination project is developed in detail in Phase 2 of the overall project. Phase 2 is presented in chapter VI - Implementation Plan.

VI. IMPLEMENTATION PLAN

This chapter presents an Implementation Plan for the recommended transportation coordination project in Pinal County. The Implementation Plan represents a first step in the long-term process of developing a coordinated transportation service delivery system for the Pinal County area.

The chapter is divided into three sections; the process used in selecting a demonstration project, the Implementation Plan itself, and suggested “next step” tasks.

Coordination Planning Process

The process of developing the transportation coordination project in the Pinal County area took several months. The initial meeting of stakeholders was held in April 2005. From April through December, the Study Advisory Committee met approximately monthly. While the process was sometimes tedious, project participants and the consultant team felt it was an excellent beginning to the long term process of building a coordinated transportation system.

The project team, which included ADOT staff, existing providers and the consultant team, was able to accomplish the following:

- Build stronger, more effective relationships among participating providers
- Overcome initial resistance and skepticism regarding coordination
- Establish momentum for additional future coordination efforts
- Identify specific barriers which would need to be addressed by the Pinal County Study Advisory Committee, with assistance of the statewide Coordinating Council
- Implement meaningful first steps in a county-wide coordination effort

The process included both technical analysis and facilitation efforts. The technical analysis component included the assembly and review of survey data from existing providers and the assessment of coordination alternatives.

The facilitation component included a “go slow to go fast” approach. This approach provided time at the beginning of the study for Committee members to get to know each other and to consider alternative coordination approaches without feeling a need to rush to premature decision-making. The time spent getting a sense of the “lay of the land” in terms of what might be possible in terms of coordination, allowed relationships and trust to develop. The working relationships which developed throughout the early phases of the project paid dividends at the end when a specific coordination project was selected relatively easily, along with a willingness to move forward rapidly in implementing the

selected project. During the final months of the project Committee members had enough buy-in and commitment to the project to allow elements of the implementation plan to be put in place before the study report had been completed.

Key elements of the study process included:

- Building trust among Committee members and between the Committee and the consultant team
- Recognizing that a major goal of the project was to better meet transportation needs in the area
- Maintaining focus on the project
- Openly sharing information among agencies
- Keeping open minds in terms of what might be possible
- Commitment to making something significant happen

During the study time frame, the Study Advisory Committee not only identified a specific project for implementation; they also established the ground work for future successful coordination activities which could be modeled by other areas in the state.

Implementation Plan

The selected coordination project includes four elements. Each is discussed below.

1. Transportation Coordinating Council

A Transportation Coordinating Council will be established as an advocacy group for public and specialized transportation in the Pinal County area. Over time the Council could evolve into a transportation service broker or broker-contractor. The role of the Council could evolve from ad hoc advocacy group, to formally designated advisory group, to service broker and/or service provider.

The Study Advisory Committee felt strongly that in order for the Coordinating Council to be most effective it should have some type of official designation. For the short term the following options were considered.

Coordinating Council Authorized Under the Arizona Rides Executive Order

The Study Advisory Committee (SAC) could continue to operate under the auspices of the federal United We ride program and the statewide Arizona Rides Council, operating under Executive Order of the Governor. The Pinal County group would meet quarterly, at a minimum, to address

public and specialized transportation issues as identified. Under this arrangement there would not likely be paid staff for the Committee.

Coordinating Council Appointed by Pinal County

Pinal County could appoint a “Pinal County Transportation Coordinating Council” which would both advise the County Board of Supervisors and serve as a Regional Implementation Team under the Arizona Rides Statewide Coordinating Council. Under this scenario there would likely be designated paid staff for the Council.

Advisory Council to the Central Arizona Association of Governments

The Study Advisory Committee (SAC) could transition into an advisory committee to the Central Arizona Association of Local Governments (CAAG). It could be either separate or integrated with the existing CAAG Transportation Committee, which currently addresses public transit, specialized transportation, highway and other transportation issues. Under this arrangement CAAG employees would likely serve as staff to the Transportation Committee, as is currently the case.

After discussion, the Study Advisory Committee recommended that the best way to formalize a transportation coordinating council would be for the Pinal County Board of Supervisors to create and appoint members to a “Pinal County Transportation Coordinating Council.” The Council would initially focus on information-sharing and advocacy as well as continuing the other elements of the Coordination Demonstration Project – Sharing Technical Expertise and assuring operation of the Corridor Service Coordination project. The Pinal County Transportation Coordinating Council would coordinate with the Transportation Committee of the Central Arizona Association of Governments (CAAG) and the statewide Arizona Rides project. Eventually the Council could transition into a transportation broker for the area. In the mean time, while awaiting resolution of the details involved in creating the Council, the Study Advisory Committee would continue to meet.

Even though Pinal County has an existing process for establishing advisory committees and councils, it is recommended that agencies/programs represented on the Study Advisory Committee be considered when appointing the Council. Staffing will also be needed for the Council to be most effective. A “Coordinator” position is recommended. Funding for the Coordinator should be provided through a combination of local and federal resources. One potential source is an 80% grant from the FTA 5311 program for project administration. This could be requested as part of a grant to support future operation of the Corridor Service Coordination projects in the two identified corridors.

As part of its information and outreach program during the transition period, the Study Advisory Committee requested consultant assistance in developing a presentation to use to inform the public, elected officials and other stakeholders regarding the need for improved public and specialized transportation in the area. As a result, a Power Point presentation was developed. A hard copy of the presentation is included in Appendix D.

2. Sharing Technical Expertise

Sharing technical expertise could encompass a wide-range of activities – legal assistance, grant-writing, joint vehicle procurement, driver training, and/or other activities. Agencies could consolidate grant-writing responsibilities for shared programs such as the ADOT/FTA Section 5310 capital grant program for seniors and persons with disabilities. Joint vehicle procurement could have advantages in terms of both reducing administrative burden and cost savings for agencies.

After discussion and review by the Study Advisory Committee, a program to provide coordinated training was selected as an initial step. To begin, the training will have an emphasis on new and continuing driver education. In the future training modules for vehicle maintenance personnel and for supervisors and managers could be added.

Initially four training topics were identified as needed by all transportation providers. This training, which would include some type of certification process, will be scheduled once a quarter at a central location. The following areas will be addressed:

- Defensive Driving (National Safety Council Certification Course)
 - ADOT has contract to provide training on 4 sites in 2006
 - 6-8 hours, no cost to participant, \$35 to National Safety Council
 - Recertification 4 hours every 3 years
 - Looking for web-based alternative
- Drug and Alcohol Awareness and Compliance
 - ADOT has contract with Precision Compliance, Inc., Beverly Krieger, for training
 - One hour, annual
 - Information available online at FTA website
- PASS (Passenger Service and Safety)
 - ADOT presented “train-the-trainer” in September
 - Three Pinal County transportation providers were certified as trainers
 - 8 hours, classroom training

- Safety and Security (to be developed)
 - ADOT had recent 3 day training and will be providing future regional training opportunities.

Training information can be provided on additional topics through a variety of mechanisms. Driver training tapes on a wide-ranging variety of topics have been distributed over the past years by ADOT as part of the Section 5310 and 5311 programs. In addition, these tapes are available from a central library maintained by ADOT- Public Transportation Division. A listing of these resources is provided in Appendix E.

Support for transit providers will be significantly enhanced over the next six months. The ADOT Public Transportation Division (PTD) has recently approved a new training coordinator position that will have specific responsibilities for assisting rural providers throughout the state in developing and strengthening their training programs. It is anticipated that this position will be filled by mid-2006.

This Sharing Technical Expertise element of the Pinal Demonstration Project assumes that existing staff, who having other responsibilities in addition to training, will provide the training. Staff assigned as trainers will need support in this important job. Driver training impacts the safety of riders and drivers, as well as the wear and tear on the fleet of vehicles.

To provide this support, a Trainer's Manual for Pinal County Transportation Providers has been prepared (see Appendix F). This manual provides information about effective adult training and how to develop training sessions that are beneficial and interesting to those who attend.

Training elements addressed in the Manual include:

- Adult Learning Theory: Identification of what makes learning valuable to adults and what makes learning effective.
- Keys to Success: Preparing and delivering interesting, effective, fresh training sessions.
- Setting the Stage: Invites the learner to have a positive attitude and contributes to the overall success of the training.
- Developing a Training Session: Planning steps to bring all of the elements of theory and practice together to offer an interesting and effective training.

The Study Advisory Committee decided to establish a Training Subcommittee to coordinate implementation of the training program. Initial membership included representatives from the Pinal-Gila Council for Senior Citizens, the Superstition Mountain Mental Health Center, Horizon Human Services, the Pinal County

Health Department and the City of Coolidge. The Pinal-Gila Council for Senior Citizens volunteered to chair a Training Subcommittee for the first year.

The subcommittee will establish a calendar with four key training elements to be offered on a quarterly basis. Other monthly training will take place in individual agency offices and will rely on video/electronic training materials. One of the first steps will be for each participating provider agency to provide a listing of their training materials in order to develop a county-wide library.

The new ADOT-Public Transportation Division training coordinator should be helpful in developing this program. Training on a statewide basis has a steady annual source of funding from the FTA Rural Transportation Assistance Program (RTAP).

3. Corridor Service Coordination

The third element of the Pinal Rides Transportation Coordination Project will address an immediate strategy to coordinate the delivery of inter-community transportation services in two specific corridors.

This effort could be a precursor to similar efforts elsewhere in the County, including the eventual development of a multi-agency, even a multi-county transportation brokerage. The Study Advisory Committee was provided with information about how a brokerage operates and discussed the potential for developing a brokerage in Pinal County in the future. A case study of the development of a successful brokerage was presented at one of the Advisory Committee meetings by Chuck Kidwell of Oro Valley Transit in Pima County.

A major barrier to implementing a brokerage immediately is the lack of funding. The success of the brokerage in the case study was anchored by the ability of the brokerage to leverage new funds to provide additional transit services to participating agencies. The administrative functions of the brokerage were also funded through a federal grant.

There will also be a need for an organization to serve as broker. Eventually the Pinal County Coordinating Council could serve as broker. Another option would be to identify an existing agency as a “lead agency” to serve as a broker.

Based on input from the Advisory Committee the following are potential lead agencies in the study area.

- Pinal-Gila Community Child Services
- Pinal County Division of Public Health
- Pinal-Gila Council of Senior Citizens
- Community Action Human Resources Agency (CAHRA)

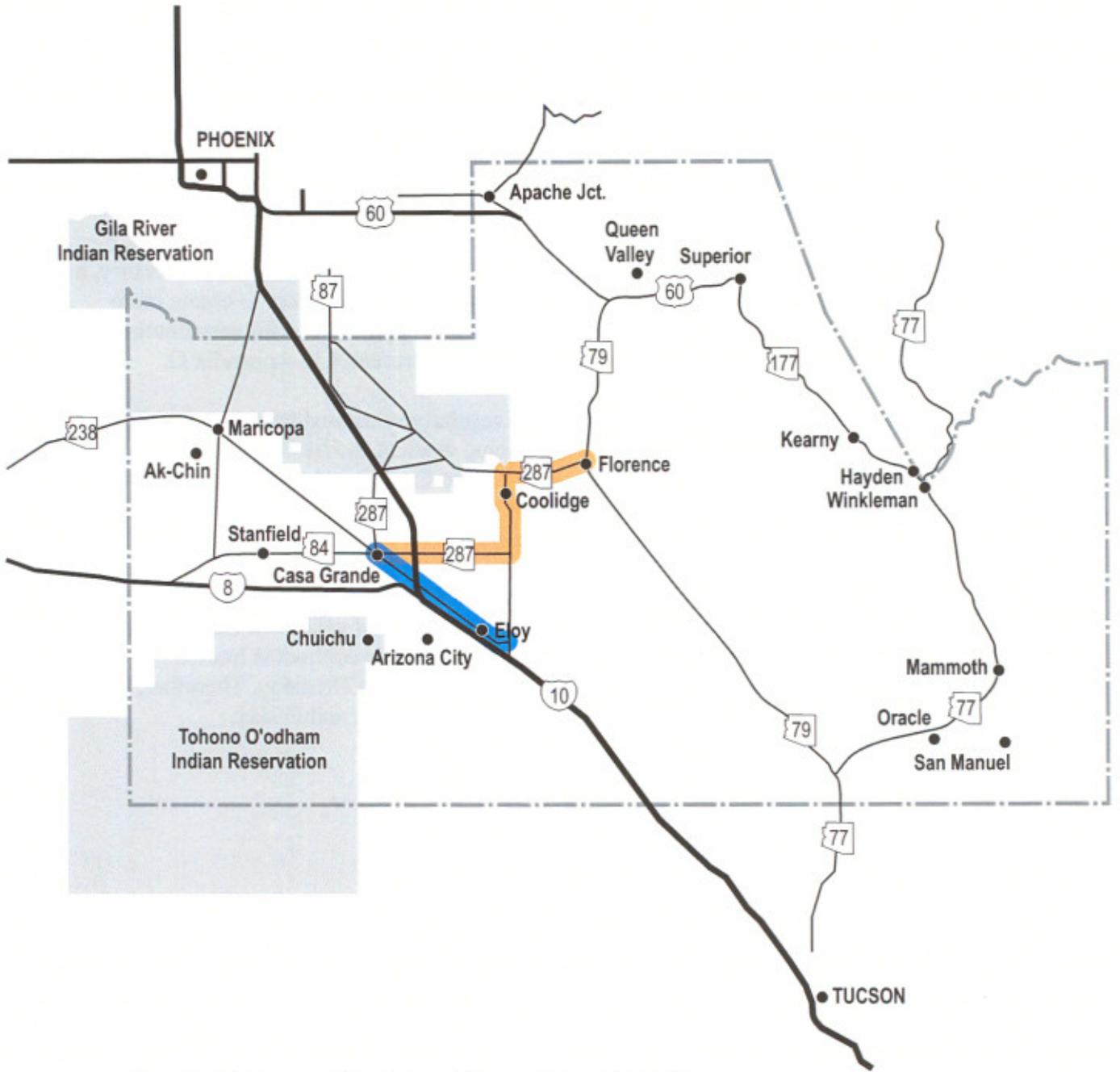
While the Study Advisory Committee agreed that a transportation brokerage is a goal to be pursued in Pinal County in the long-term, the immediate need was a successful project to showcase how improved transportation services could be provided by existing agencies working together.

To this end, two corridors were identified as having the best potential for coordinating transit services in the short term. The two corridors are Florence-Coolidge-Casa Grande and Eloy-Casa Grande. They are shown in Figure 2, Corridor Demonstration Services. Both corridors are in areas where current transportation services operate; however, there is an identified need for inter-community service, particularly to regional medical and other activity centers.

Using the information provided in Chapter III Transportation Service Inventory, a workshop was held with providers in the two selected corridors to obtain more detailed information regarding service gaps and opportunities for coordination. The information used to stimulate discussion is presented in Appendix G.

The most significant gap identified was regularly scheduled transportation service from the Florence/Coolidge area to regional medical and business services available in Casa Grande, and the Eloy area to Casa Grande. While several of the senior centers in rural communities make periodic trips to Casa Grande, service was currently not available on a scheduled basis.

Pinal County Health's On-the-Go Express, which currently provides service in eastern Pinal County, had recently located a driver and vehicle in Coolidge in response to a specific service contract. However, this contract is limited to providing service three-days a week, Tuesday through Thursday. Therefore, the driver and vehicle could be made available on Monday and Friday.



- Florence - Coolidge - Casa Grande Corridor
- Eloy - Casa Grande Corridor

	Pinal County
	Highway
	Road

Figure 2
Corridor Demonstration Services

Based on discussions at the workshop and a following meeting of the Study Advisory Committee, it was decided to provide expanded service in the following way.

- Service to be provided by On the Go Express
- One trip per week in each corridor (Monday from one area to and from Casa Grande and Friday from the other area to and from Casa Grande)
- Vehicle in service from 8 am to 4 pm
- Providers in each corridor would determine schedule/day of service
- Primary trip purpose would be medical appointments in Casa Grande; with other trips provided if space is available
- Begin service in the first quarter of 2006 and continue for six months
- Fare collection to be determined by the funding partners, to be consistent with other fare levels charged by partners in the area
- Funding required, based on an incremental operating cost of \$20 per hour, \$9,000 will be needed for six months of service.
(8 service hours plus 1 driver hour = 9 hours/day x 2 days/week x 24 weeks x \$20/hour = \$8,640 for six months service)
The Advisory Group agreed to identify funds for this project from currently budgeted resources
- Service will begin in mid-January and run through June, 2006

An example flyer for the demonstration service is provided in Appendix H.

In order to continue this service after the pilot period, funding from the FTA Section 5311 grant program may be requested. Applications are due in February 2006 with funding available in October 2006 for Federal Fiscal Year 2006-2007. If this pilot program is successful, interim funding for mid-July to September will need to be secured as well as continued long term funding.

If 5311 funds are requested, the grant applicant could be either the City of Coolidge/Cotton Express or Pinal County's On the Go Express. The City of Coolidge is currently a Section 5311 (Rural General Public) grantee. To date On the Go Express (Pinal County Health) has only received capital funding through ADOT from the Section 5310 (Elderly/Disabled) grant program. However, Pinal County is eligible to apply for Section 5311 funding. Under either scenario, a commitment for the local match requirement, estimated to be 50% of total system costs, is necessary. If 5311 program funds are pursued, the request could include funding for the "Coordinator" position recommended in the previous section on "Transportation Coordinating Council."

4. Other

Two other coordination efforts were identified. One was to support the City of Coolidge’s Cotton Express as an example of successful public transit in Pinal County. This would include acknowledging the City of Coolidge as a leader in providing public transit in the area, as part of the public information process. The

other was to explore the feasibility and process needed to access Medicaid reimbursement for non-emergency medical transportation by nonprofit providers in Pinal County.

No specific plans were developed to further the goal of supporting the Cotton Express. This effort could be included in the public information program being developed to educate the public and elected officials in the area regarding the need for public and specialized transportation.

In terms of obtaining Medicaid reimbursement, the Pinal County Division of Public Health, the operator of On the Go Express, is currently an AHCCCS certified provider. However, they are not currently used by health care providers in the area, and therefore don’t currently receive Medicaid transportation funding. Further efforts to provide Medicaid funding to rural transportation providers, including Pinal County, will be made through the statewide Transportation Coordinating Council in the future.

Next Steps

Table VI-1 presents next steps for action. Elements of this plan with specific tasks to begin implementation over the next year have been identified.

This project began the long-term process of moving to a system of coordinated transportation service delivery in the Pinal County area. While this implementation plan provides significant steps to begin this process, much remains to be done. The steps identified in Table 1 set the stage for improved delivery of transportation services in the county through a coordinated transportation system.

Table VI -1 Next Steps for Action

Pinal Transportation Coordination Project		
Time	Element:	Tasks:
Jan- June 2006	Coordinating Council	Establish Council under Pinal County Presentations to Town/City Councils, community groups Pursue funding to support a “Coordinator” position; consider request for funding from the ADOT Section 5311 rural public transit program.
	Sharing Expertise	Assign Training Coordinator from Council. Schedule two of four major training courses for March and June. Develop countywide list of training materials Training open to all providers/programs needing transportation in Pinal County.
	Corridor Service Coordination	On the Go Express starts one day/week service between Florence-Coolidge-Casa Grande and Eloy-Casa Grande. Target service for 6 month trial period. Will require \$9,000 in funding. Include request for continuation funding for Oct. 2006/Sept 2007 in 5311 application; either Cotton Express or Pinal County as applicant. Discuss additional corridors/coordination options that could be implemented and request funding if appropriate.
	Other Efforts	Pursue Medicaid reimbursement using statewide Council
June- Dec. 2006	Coordinating Council	Refine structure, staffing, mission/goals/objectives
	Sharing Expertise	Schedule 2 of 4 major training courses for Sept. and Nov. Request assistance from ADOT Training Coordinator. Include technical assistance and funding from RTAP. Establish central library of training materials. Explore option for submitting countywide grant application for Section 5310 vehicles.
	Corridor Service Coordination	July-Sept. – Continue corridor service between Eloy – Florence/Coolidge and Casa Grande. Requires \$4,400 in additional funds through 2006. Based on Section 5311 grant request/award available for new service, develop additional coordinated service.
	Other Efforts	To be determined

APPENDIX A STUDY ADVISORY COMMITTEE

Charity Russell, Child Services

Eleanor Wieczarek, City of Coolidge

Lisa Armenta, Pinal County Health Department

Marsha Ashcroft, Behavioral Health/Horizon

Olivia Guerrero/Jan Engan, Pinal-Gila Council for Senior Citizens

Mary Lou Rosales, Community Action Program

Dora Duarte, Department of Economic Security (Child Care)

Jennifer Siozos, Superstition Mountain Mental Health Center (SMMHC)

Bill Leister, Central Arizona Association of Governments (CAAG)

Gregg Kiely, Arizona Department of Transportation (ADOT)

APPENDIX B MEETING SUMMARIES

Kick-off Meeting, April 20th 2005 168 South Main, Coolidge, Arizona

Attendance Sheet – Attached

Getting Started

Gregg Kiely, ADOT 5310 Program Manager, opened the meeting and gave a brief summary of federal, state and local activities which led to this meeting. In late 2004, President Bush signed an Executive Order directing federal departments to take steps to coordinate the delivery of funding for public and specialized transportation services for which their departments have responsibility. As a result a federal Transportation Coordinating Council was established. In addition, the U.S. Department of Transportation, Federal Transit Administration (FTA), awarded planning grants to the states to undertake coordination activities at the state level. In Arizona, Governor Janet Napolitano is in the process of creating a similar Coordinating Council to spearhead activities within the state.

Two projects are currently underway. A statewide transportation coordination study has recently been initiated which will look at funding for public and specialized transportation dollars flowing through state agencies. The study will also inventory existing public and specialized transportation services in the state. A second study, the Pinal Coordination Project, will examine and develop a specific coordination demonstration project in the Pinal County area.

Olivia Guerrero of the Pinal-Gila Council for Senior Citizens then gave an overview of how the Pinal County area was selected as a demonstration area. As a member of the Governor's Coordinating Council she volunteered to be a lead agency in examining coordination options in the Pinal County area with the ADOT hired consultant. Bill Leister gave a brief overview of CAAG's role.

Mary Lou Rosales (CAHRA) then provided background on the "4.7 Committee" which was initially established to address child protection issues and which has continued to work on related issues in Pinal County. The Committee has been active in laying the groundwork to bring the transportation coordination demonstration project to the Pinal County area.

Jim Dickey, ADOT Administrator, reinforced ADOT's commitment to the two coordination efforts. Others from DES and the Central Arizona Association of Governments spoke briefly and all those present introduced themselves.

Project Overview

Rick Evans of RAE Consultants, the consultant selected to assist in the development of the Pinal Coordination Project, then provided a summary of the work tasks and timing for the coordination project. Part 1 will include an inventory of existing transportation providers, a determination of duplication and service gaps, an examination of potential coordination options, and the selection of a specific transportation coordination demonstration project. In Part 2 an implementation plan for the demonstration project will be developed for the Pinal County area. Rick also mentioned that the study in Pinal County would be coordinated with the statewide coordination project being done by another consultant. He then reviewed background information on the benefits of coordination, ways to achieve it, costs of coordination and examples of coordination activities.

Immediate Project Tasks

Two specific immediate tasks were discussed next. First will be the identification of members of an Advisory Committee to guide and provide input to the study and to select a specific coordination project for implementation. After considerable discussion, the following were identified as members of the Advisory Committee for Part 1 of the study:

Charity Russell, Child Services
Eleanor Wiczarek, City of Coolidge
Lisa Armenta, Pinal County
Marsha Ashcroft, Behavioral Health/Horizon
Olivia Guerrero/Jan Engan, Pinal-Gila Council for Senior Citizens
Mary Lou Rosales, Community Action Program
Dora Duarte, Department of Economic Security
Tessa Hensley, Community Alliance Against Family Abuse (CAFA)
Bill Liester, Central Arizona Association of Governments (CAAG)
Gregg Kiely, Arizona Department of Transportation (ADOT)

The remainder of those present would be kept informed of study progress. Others, such as the school districts, Central Arizona Community College, and private sector providers (Long Term Care, Safe Ride, Statewide) would be further involved once a specific coordination project is identified.

The second immediate task is to survey transportation providers in the area to determine the available transportation resources. The preliminary list of providers to be included in the inventory is presented below.

Pinal County Health/Human Services (Adult Day Health and Health Department)
Pinal-Gila Council for Senior Citizens
City of Coolidge
Horizon Human Services

Pinal Hispanic Council
PPEP
Town of Kearney
Kearney ARC
Superstition Mountain Mental Health
Dorothy Powell Senior Center
Casa Grande PEART Health Center
Florence Senior Center
Against Abuse, Inc.
Apache Junction Police Department
Arizona Bridge to Independent Living
DES-One Stop
DES-Children, Youth and Families
DES-Child Care
DES-Developmental Disabilities
Arizona Foundation for the Handicapped
Community Alliance Against Family Abuse (CAAFA)
Coolidge Unified School District
Park Place Outreach and Counseling
Retired Senior Volunteer Program (RSVP) (CAAG)
San Pedro Behavioral Health
Casa Grande Veterans Administration
Central AZ Council on DD
Apache, Bravo Young Marines
Salvation Army – Apache Junction
City of Apache Junction
Apache Junction Boys and Girls Club

The consultant then distributed transportation survey forms in hard copy, as well as on disk and CDROM to those who requested them. The consultant stated that follow-up information would be provided regarding how to further distribute the surveys and when and how they would be collected. An initial goal was established of having surveys returned to the consultant in mid-May.

It was stated that the next meeting would be held in mid-June. At that meeting the transportation inventory will be presented, along with an assessment of service gaps and any apparent service duplication, and the identification of potential transportation coordination options for the area.

There being no further business, the meeting ended at noon.

PINAL RIDES - ROSTER OF PARTICIPANTS - 4-20-2005 Meeting Coolidge, Az

<i>Participant Name</i>	<i>Affiliation</i>	<i>Phone</i>	<i>E-Mail</i>
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Hanley, Shelly	PGCSC	520-836-2758	shellyh@pgcsc.org

Study Advisory Committee Meeting, July 6th 2005

168 South Main, Coolidge, Arizona

Attendance

Olivia Guerrero, Pinal-Gila Council for Senior Citizens
Mary Lou Rosales, Community Action Program
Charity Russell, Pinal-Gila Council for Child Services
Marsha Ashcroft, Horizon Human Services
Tessa Hensley, Community Alliance Against Family Abuse (CAAFA)
Eleanor Wieczarek, City of Coolidge
Lisa Armenta, Pinal County Health Department
Bill Leister, Central Arizona Association of Governments (CAAG)
Jennifer Siozos, Superstition Mountain Mental Health Center
Greg Kiely, Arizona Department of Transportation (ADOT)
Amy Ostrander, Ostrander Consulting, Inc.
Rick Evans, RAE Consultants, Inc.

Getting Started

Gregg Kiely, ADOT 5310 Program Manager, opened the meeting and gave a brief summary of the purpose of Arizona Rides and the Pinal Transportation Coordination Demonstration Project. Rick Evans of RAE Consultants, then stated that the purpose of this Study Advisory Committee (SAC) is to identify a specific coordination project for which an implementation program will be developed this fall. He reviewed the project tasks and schedule, indicating that the Project was generally on schedule. He stated that the purpose of this July meeting was to review data from the transportation provider survey and to develop initial ideas regarding the types of coordination projects which may work well in Pinal County. Within the next two months the Committee will need to come up with a specific coordination project for which an implementation plan will be developed this fall.

Tessa Hensley stated that she will be dropping off the Committee but that Jennifer Siozos of the Superstition Mountain Mental Health Center would be taking her place.

Rick Evans then asked if there were other individuals or organizations which should be included on the SAC. Greg Kiely stated that he will pursue the possibility of adding a representative from the Gila River Tribe. Mary Lou Rosales said she would contact Dora Duarte of DES (not present at this meeting) to see if someone representing persons with developmental disabilities and AHCCCS should be included. Lisa Armenta indicated that a state AHCCCS person may be available, or that that person could be added to the Statewide Arizona Rides Committee if they are not already a member.

Rick then briefly reviewed the meeting agenda.

United We Ride – Framework for Action

Rick reviewed background information regarding the Federal Transit Administration (FTA) United We Ride, Framework for Action, Self-Assessment Tool for Communities. SAC members had been mailed those survey tools in advance and many had been returned to the consultant.

The consultant then summarized the responses received by Committee members (which were included in the handout packet) and went through responses to the individual questions. For the first two sections, “Making Things Happen by Working Together” and “Taking Stock of Community Needs and Moving Forward,” the ratings were mostly “Needs Significant Action” and “Needs Action.” On the last three sections, “Putting Customers First,” “Adapting Funding for Greater Mobility” and “Moving People Efficiently,” the ratings were mostly “Needs to Begin.” Rick stated that the low ratings were to be expected as the Pinal County coordination project was just beginning. Near the end of the project the Assessment Tool will be used again to measure progress.

Vision for Transit

Rick then handed out a worksheet for the Committee to use in developing a Mission/Vision Statement. The handout included initial thoughts on items to include in a mission/vision statement as well as an initial draft statement. Several Committee members expressed gratitude that this preliminary work had been done.

After considerable discussion, the following mission statement was agreed upon.

Our mission is to improve the availability of quality transportation services in the Pinal County area, building upon and expanding existing resources. Our vision is an affordable system that meets individuals’ transportation needs and supports the human services, medical, business, educational and recreational goals of the area.

This mission statement can be amended over time, as needed.

Technical Memorandum #1

Next the Committee reviewed and discussed the material presented in the handout packet titled, Technical Memorandum #1, dated June 30, 2005.

Transportation Service Inventory

The Transportation Service Inventory was discussed first. Rick mentioned that although many surveys had been completed and returned, many had not yet come in. He also mentioned that the data included on the returned surveys was often not complete.

The Committee reviewed the list of agencies that had been sent surveys and agreed to help get additional surveys turned in. Rick said he would send out another copy of the survey to the Committee so they could forward it to the identified agencies. Committee members agreed to have the following additional surveys returned to RAE Consultants by July 27, 2005.

- *Mary Lou Rosales and Dora Duarte - Pinal Hispanic Council, PPEP, Kearney ARC, Casa Grande Veterans Administration
- *Bill Leister - Town of Kearney, Retired Senior Volunteer Program (RSVP) (CAAG)
- *Charity Russell - Against Abuse, Inc.
- *Tessa Hensley - Arizona Bridge to Independent Living, Central AZ Council on DD, Apache Junction Boys and Girls Club
- *Jennifer Siozos - Salvation Army – Apache Junction

After a brief review of the information compiled from the completed surveys, SAC members were requested to review the sections on their specific agencies and return any needed changes to the consultant by July 27, 2005. The survey write-up will be amended to state that the Apache Junction Police Department operates a Victim's Assistance Program funded through CDBG funding.

Service Duplication and Service Gaps

The consultant and the Committee reviewed the section of the handout packet on Service Duplication and Service Gaps. Several changes were made to the section On-Street Vehicle Operation – Service Area. Other changes were also suggested to that chapter. These changes will be incorporated into the study report.

Coordination Options

The section in the handout packet on Coordination Options was reviewed next. A list of coordination options was presented, based on national research. Committee members were asked to rate the listed items in order of importance. The consultant gave each member six red dots and six blue dots. Each Committee member was asked to use the red dots to identify the coordination options which they thought would have the “most impact” in terms of addressing the transportation needs of the area. Each member was then asked to use the blue dots to identify those options which were “most feasible” for the area. The results are presented below.

All Types of Coordination Partners Working Together

<u>Action</u>	<u>Most Impact</u>	<u>Most Feasible</u>
Transportation advocacy coalition building	5	2
Information and referral	5	6
Joint planning, decision making	2	2
Coordinating council	5	6
Sharing technical expertise	1	3

Organizations that Do Not Operate Service Working with Transportation Operators

<u>Action</u>	<u>Most Impact</u>	<u>Most Feasible</u>
Use or subsidize services for client travel	7	3
Travel training	1	1
Mobility management	2	2

Organizations that Operate Service Working Together

<u>Action</u>	<u>Most Impact</u>	<u>Most Feasible</u>
Provide vehicles	1	0
Provide technical assistance	2	3
Joint grant applications	6	4
Joint driver training	4	7
Shared vehicle storage/maintenance facilities	3	2
Joint procurement of vehicles, insurance, maintenance, fuel, hardware, software, technology	0	2
Vehicle sharing	2	2
Centralized functions (reservations, scheduling, dispatching)	4	3

All Types of Coordination Working Together

<u>Action</u>	<u>Most Impact</u>	<u>Most Feasible</u>
Purchase or contract for service	4	5
Transportation brokerage	4	3
Consolidation of transportation programs	1	0

To summarize, the options the SAC felt would have the most impact are:

<u>Action</u>	<u>Most Impact</u>	<u>Most Feasible</u>
All Types of Coordination Partners Working Together		
Transportation advocacy coalition building	5	2
Information and referral	5	6
Coordinating council	5	6
Organizations that Do Not Operate Service Working with Transportation Operators.		
Use or subsidize services for client travel	7	3
Organizations that Operate Service Working Together		
Joint grant applications	6	4
Joint driver training	4	7
Centralized functions (reservations, scheduling, dispatching)	4	3
All Types of Coordination Working Together		

Purchase or contract for service	4	5
Transportation brokerage	4	3

The consultant team then reviewed a preliminary list of coordination options they had developed based on their experience and the survey information received to date.

It was decided that the consultant team would review the results of the meeting and return in August with specific coordination options for the Committee to consider. The next meeting was set for Wednesday August 17th from 1:00 to 4:00 PM in Florence, with a specific location to be announced.

The meeting ended at 4:00 PM.



Study Advisory Committee Meeting, September 26th 2005 911 S. Arizona, Coolidge, Arizona

Attendance

Olivia Guerrero, Pinal-Gila Council for Senior Citizens
Jennifer Siozos, Superstition Mountain Mental Health
Mary Lou Rosales, Community Action Program
Jill Dusenberry, City of Coolidge
Lisa Armenta, Pinal County Health
Dora Duarte, DES/Child Care Administration
Charles Kidwell, Town of Oro Valley
Robert Hanley, Pinal-Gila Council for Senior Citizens
Shelley Hanley, Pinal-Gila Council for Senior Citizens
Greg Kiely, ADOT – Public Transit Division
Amy Ostrander, Ostrander Consulting, Inc.
Rick Evans, RAE Consultants, Inc.

Getting Started

Rick Evans of RAE Consultants, opened the meeting and gave a brief overview and status report on the Arizona Rides and the Pinal Transportation Coordination Demonstration Project. He then reviewed the agenda and asked those present to introduce themselves.

Updates from Last Meeting

Rick went over a status sheet regarding completed transportation surveys to date. He suggested, and the Committee agreed, that no further attempts would be made to get information from those who had not yet returned surveys. The exception being PPEP who would be contacted by Amy Ostrander once the manager returned from vacation.

Coordination Options

Rick then reviewed the list of items to be included in the Pinal Transportation Coordination Demonstration Project, based on discussion at the last meeting.

Chuck Kidwell, a guest from the Town of Oro Valley, then made a presentation of a multi-county coordination project he was involved with in Indiana in the recent past. Key elements of that process are listed below.

- An inventory of transportation services and a needs assessment was conducted at the beginning of the project
- Staff time used to develop the project was paid for by a grant from Vocational Rehabilitation

- As part of the process, a lead agency was identified to develop the project and serve as transportation broker
- The state of Indiana provided a grant of \$238,000 in FTA 5311 funds to facilitate development of the project. Agencies were told that the funding they currently used to provide their own independent transportation services could be used as match for the 5311 grant for coordinated service. By passing the federal funds through the local agencies it lost its identity as “federal” and therefore could be used as match
- A guarantee was made to each participating agency that the service they would receive through the coordination project would be at least as good (if not better) than the service they had been providing on their own
- The local Council of Governments (COG), as a governmental (not a nonprofit) agency, was the grantee for 5311 funding. The COG took \$3,000-\$4,000 a year as the grantee agency. They passed rest of the funding through to the lead agency which was a nonprofit agency.
- The lead agency provided some transportation service itself and contracted with other existing providers for the rest of the service
- Vehicles stayed with the agencies who participated in the broker arrangement
- One 1-800 number was used throughout the multi-county area as the contact number for individuals requesting transportation service
- The service was “eased in” over time in order for agencies and riders to become comfortable with the new service arrangement (broker). A lot of hand-holding and dialogue was required to overcome initial resistance to the coordination project
- The Board members of the broker agency served as ambassadors throughout the region for the new coordinated service

After considerable discussion a question was raised as to what agencies should be considered as “lead agencies” if a similar project was developed in Pinal County. Four agencies were identified:

- Pinal-Gila Community Child Services
- Pinal County Division of Public Health
- Pinal-Gila Council of Senior Citizens
- Community Action Human Resources Agency (CAHRA)

Amy Ostrander then reviewed each of the three elements of the proposed Pinal Transportation Coordination Demonstration Project.

Transportation Coordinating Council

Several minor changes were suggested to the handout sheet describing the Coordinating Council element. Two action items were identified for the consultant team: 1) draft a letter to the Assistant County Manager providing background on the Arizona Rides: Pinal Transportation Coordination Demonstration Project and requesting a meeting to discuss coordination options currently being considered, specifically the development of a Coordinating Council; 2) flesh out other duties, responsibilities and membership for the Coordinating Council.

Sharing Technical Expertise

It was decided that both items included in the handout should be further developed. The first item was “Provide each location with a complete toolkit of training materials, for training to be presented independently by each agency.” The second item was “Develop a master calendar for training, addressing a combination of group and agency training.”

Corridor Service Coordination

A handout was discussed regarding the two corridors in which coordinated service is being proposed in Pinal County. Given the difficulty in determining exactly how vehicles could be shared, it was decided to meet with providers in each corridor to flesh out these options. It was decided to meet with agencies in each corridor in consecutive meetings on the same day because some agency representatives would need to attend both meetings. It was also decided to hold these corridor meetings in the morning and the Study Advisory Committee (SAC) in the afternoon of the selected date.

Next Steps

Prior to the next meeting the consultant team will: 1) develop and refine a draft letter to the Pinal County Assistant County Manager to request a meeting; 2) flesh out the “Transportation Coordinating Council” element and “Sharing Technical Expertise” element of the proposed Transportation Demonstration Project, and 3) identify a date for the meeting with providers from the two “Corridor Service Coordination” projects, as well as for the Study Advisory Committee itself. The proposed dates for those meetings were Tuesday, October 18th or Tuesday, November 1st. A meeting notice will be sent out via e-mail once a date and times are identified.

The meeting ended at 4:00 PM.

Study Advisory Committee Meeting, November 1st 2005 911 S. Arizona, Coolidge, Arizona

Attendance

Olivia Guerrero, Pinal-Gila Council for Senior Citizens
Jennifer Siozos, Superstition Mountain Mental Health
Mary Lou Rosales, Community Action Program
Marsha Achcroft, Horizon Human Services
Eleanore Wieczarek, City of Coolidge
Lisa Armenta, Pinal County Health
Dora Duarte, DES/Child Care Administration
Charity Russell, Child Services
Bill Leister, Central Arizona Association of Governments
Robert Hanley, Pinal-Gila Council for Senior Citizens
Eileen Collieran, ADOT
Amy Ostrander, Ostrander Consulting, Inc.
Rick Evans, RAE Consultants, Inc.

Getting Started

Rick Evans of RAE Consultants opened the meeting and gave an overview and status of the project. He then reviewed the agenda and asked those present to introduce themselves. He commented that the consultants' work was scheduled to be completed by the end of December. This came as a shock to several participants who expressed concern that it would be challenging to continue at the same level without consultant support.

State of the Coordination Project

Amy Ostrander reviewed the status of each of the three elements of the coordination project which had been identified at previous meetings. She distributed a handout which summarized the status of each element.

- **Coordinating Council** – In October, Olivia Guerrero sent a letter to Lisa Garcia, the new Assistant County Manager for Health and Human Services on behalf of the Study Advisory Committee (SAC). The letter summarized the work that has been done on the Transportation Coordination Demonstration Project to date and asked for a meeting to further discuss where the Study Advisory Committee was headed, and to get Ms. Garcia's input. As of beginning of the SAC meeting Olivia had not spoken directly with Lisa Garcia but they had exchanged phone messages. By the end of the meeting a phone call was to take place to schedule a conference call with Olivia, Lisa Garcia and the consultant team to review the status of the Project.
- **Sharing Technical Expertise** – Amy Ostrander contacted Sam Chavez at ADOT regarding the ability to use ADOT resources, including Rural Transit Assistance

Project (RTAP) funds, to support the development of a coordinated program for driver training in Pinal County. ADOT is very supportive of this effort and resources are available to help.

- **Corridor Service Coordination** – During the morning, prior to the SAC meeting, representatives of operations staffs of transportation providers serving the two demonstration corridors had met. Based on the discussion which took place at the morning meetings it appeared that resources could be pooled in some way to initiate new service in each corridor.

Florence-Coolidge-Casa Grande Service –Six agencies were represented. Even though resources are scarce and there are many issues to be overcome, it appears that new service can be initiated, ideally during the first quarter (hopefully by January 15th) of 2006. As a start a goal was identified of providing new service one day a week in this corridor using existing resources.

Eloy-Casa Grande Service – Four agencies were represented. Again, even though resources are scarce and there are many issues to be overcome, it appears that new service can be initiated in this corridor as well, ideally during the first quarter (hopefully by January 15th) of 2006. Again, as a start, a goal was established to provide new service one day a week in this corridor using existing resources.

Having the key operations staff sit together in the room focusing on understanding the services that each operator provided and sharing ideas on how they might work together better provided an excellent base for initial coordination efforts. The meetings also served to “till of the soil” for potential additional efforts in the future.

Opportunities and Barriers to Coordination

Rick Evans then led a discussion on opportunities, barriers and next steps in the coordination process. After lengthy discussion, the following key points and strategies were identified.

Transportation Coordinating Council

Short term activities and long term strategies are needed.

Short Term – In the short term it was decided that the Study Advisory Committee needed a leadership team in order to address current and anticipated issues. Two current issues were: 1) who would sign the letter to Lisa Garcia, the new Pinal County Assistance County Manager for Health and Human Services, on behalf of the Committee, and 2) who would respond to requests by the media for information regarding the Coordination Project. After discussion it was decided to have a Committee Chair, a Vice Chair and a Public Information Officer. Lisa Armenta of

Pinal County Health volunteered to be the Committee Chair, Charity Russell of Child Services volunteered to be Vice Chair, and Olivia Guerrero volunteered to be the Public Information Officer. Olivia would also continue to represent the Coordination Demonstration Project at the state level United We Ride Coordinating Council.

The consultant team agreed to develop a Power Point presentation to be used for public information regarding the Pinal Transportation Coordination Demonstration Project.

Long Term – The consultant team offered to identify potential long term administrative arrangements for continuing the work of the Committee in the future. Strategies to be considered will include: 1) continuing the Committee in its current form, 2) asking Pinal County to formally appoint committee members, perhaps as a Pinal County Transportation Coordinating Council, 3) integrating with, or becoming an advisory group to, an existing formally constituted committee such as the Transportation Committee of the Central Arizona Council of Governments (CAAG) or some other group, 4) becoming a Regional Implementation Team under the Governor-appointed Arizona United We Ride Transportation Coordinating Council, and 5) other options to be developed.

Sharing Technical Expertise

Amy Ostrander stated that she would develop a training calendar for the driver training technical assistance coordination element. Interest was also expressed in having a transportation library which transportation providers in the area could share.

Corridor Service Coordination

Considerable discussion then took place regarding the specifics of the two corridor expanded service project. It became apparent that one key resource in providing expanded service in each corridor was the availability of a vehicle through Pinal County Health Department's "On-the Go- Express." Lisa Armenta stated that she would be able to provide one vehicle to be used: 1) in the Florence-Coolidge-Casa Grande corridor one day a week, and 2) in the Eloy-Casa Grande corridor another day a week, as a first step in expanding service through coordination in the area.

A missing element, however, was operating funds. Olivia Guerrero challenged each agency at the table to provide \$500 to 1,000 for a six month pilot project, ideally to begin in January, 2006. Estimated annual operating costs for the service would be \$16,000-\$17,000. For a six month project the cost would therefore be around \$8,000. It was mentioned that a fare of \$5.00 for a round trip would be reasonable in each corridor. Ideas for future funding support were then expressed. They included Pinal County, Casa Grande Memorial Hospital, the towns, and other agencies in the area.

Next Steps

The next meeting of the Study Advisory Committee was scheduled for Tuesday, December 13th at a location to be determined. At that meeting the following would be discussed: 1) final draft of the Phase 1 Project Report, 2) first draft of Phase 2 project report. The draft Power Point presentation to be used for public information regarding the Coordination Project will be provided sooner if possible.

Rick Evans commended the Committee on its hard work and success in initiating a long term coordination effort which will benefit the clients of each participating agency as well as the public at large.

The meeting ended at 3:45 PM.

**ARIZONA RIDES:
PINAL TRANSPORTATION COORDINATION
DEMONSTRATION PROJECT**

**Sixth Meeting
Coolidge City Council Chambers
911 S. Arizona, Coolidge, Arizona
December 13th 2005**

**Study Advisory Committee
Meeting Summary**

Attendance

Lisa Armenta, Pinal County Health
Olivia Guerrero, Pinal-Gila Council for Senior Citizens
Jennifer Siozos, Superstition Mountain Mental Health Center
Mary Lou Rosales, Community Action Human Resources Agency
Marsha Achcroft, Horizon Human Services
Dora Duarte, DES/Child Care Administration
Charity Russell, Pinal-Gila Community Child Services
Bill Leister, Central Arizona Association of Governments
Joe Priniski, DES/DDD
Dean Hanley, Pinal-Gila Council for Senior Citizens
Jan Egan, Pinal-Gila Council for Senior Citizens
Mayra Gonzales, Pinal-Gila Council of Senior Citizens
Sam Chavez, ADOT
Gregg Kiely, ADOT
Amy Ostrander, Ostrander Consulting, Inc.
Rick Evans, RAE Consultants, Inc.

Getting Started

Rick Evans of RAE Consultants opened the meeting and gave an overview and status report of the project. He stated that the purpose of the meeting was to review the Final Draft study report and to identify specific next steps. He shared that ADOT had extended his contract so he will be available to continue to provide assistance to the coordination effort into the first quarter of 2006. Rick then reviewed the agenda and asked those present to introduce themselves.

Review Draft Final Report

Rick did a quick review of the first five chapters of the report which had been mailed to the Committee in advance. Nearly all of the material had been reviewed at previous meetings. Several Committee members had specific minor suggested changes to the text.

Regarding chapter V, Selection of a Demonstration Project, a request was made to change the language of the “Lack of Political Support” bullet item in the “Barriers to Overcome” section. It was also suggested that the bullet item titled “Tight Budgets” be changed to “Lack of Funding.”

Implementation Plan

The Committee then reviewed the final chapter, Implementation Plan, in more detail. Rick mentioned that the first part of the chapter identified the process-related achievements of the Committee. Several bullet items identified the success that was achieved in terms of building the relationships and trust that form the foundation for current and future coordination activities in the area.

With respect to the “Implementation Plan” section, the following recommendations were made to strengthen and clarify the report.

- **Transportation Coordinating Council**

- Mention the need for interface between the recommended County-appointed Council and the Central Arizona Association of Governments (CAAG) and the state-level Arizona Rides Coordinating Council.
- Make recommendations regarding membership on the Pinal County Council, which should include most of the current Study Advisory Committee.
- Mention that the County has an existing process for setting up advisory and other committees.

- **Sharing Technical Expertise**

- Mention the creation of a Training Subcommittee to address the details of implementing the recommended training program. Volunteers for the Training Subcommittee included Olivia Guerrero (Dean and Jan from her office), Jennifer Siozos, Eleanor Wiczarek, Marsh Ascroft and Lisa Armenta.
- Mention that ADOT training resources, provided through the Rural Technical Assistance Program (RTAP), need to be oriented to FTA Section 5311 general public providers (the Coolidge Express is currently the only 5311 provider in the area).

- **Corridor Service Coordination**

- Minor changes were suggested to the existing report language, including an anticipated February 1, 2006 start-up.
- While it appears that Pinal County can locate sufficient funding to cover most of the operating costs for the six-month demonstration service, other agencies were encouraged to contribute in cash or in-kind to the extent possible.
- United Way is another potential funding source for operations and ADOT's FTA Section 5311 program may be a source of funding for both operating the service and for a "Coordinator" position to staff the County-appointed Coordinating Council.

Next Steps

The next meeting of the Study Advisory Committee was scheduled for Tuesday, January 17, 2006 at the Police Department Training Room (Council Chambers not available). The Training Committee will meet at 11:00 AM and the Study Advisory Committee (SAC) will meet from 1:00 to 3:00 PM. Those coming to both meetings were encouraged to bring a lunch.

In addition to reviewing progress on each aspect of the coordination project, the meeting will provide an opportunity to review handouts and the presentation to be made at the CAAG Regional Council meeting, Wednesday January 25th in Eloy at 6:30 PM.

The meeting ended at approximately 3:15 PM.

APPENDIX C

UNITED WE RIDE EXAMPLE COORDINATION ACTIVITIES

Example coordination activities from the Federal Transit Administration United We Ride web site (www.unitedweride.com) are presented below. Example coordination activities are shown for five areas: **customer service; operations; partnership and leadership; planning; policy, program and funding; and technology.**

Customer Service strategies help ensure that transportation services are consumer-driven, and that consumers are included in the planning, development, implementation and evaluation of human service transportation. Useful practice strategies include reviewing customer feedback, centralized customer information, travel training, and quality improvement strategies.

Customer Service

511	The three-digit code set aside by the FCC for traveler information and local transportation questions.
Electronic fare service/payment system	Machine-readable farecards used to carry fare payment or rider identification information; it can be used as part of an automated invoicing system.
Focus on Quality of Customer's Experience including surveys	An approach to transportation service that focuses on the customer and his/her experience with all aspects of the transit system (i.e. from getting information, to purchasing a trip, to the actual ride itself).
Information distribution including web and TV	Web-based transit traveler information with features such as route maps, schedules, fares, and a trip planner. Monthly TV shows that provide information on local transit issues such as new programs, upcoming changes, or general interest news.
Kiosks	Self-service consoles that provide transportation information, such as routes, schedules, fares, and, often, the ability to purchase tickets.
One-stop reservation/scheduling	One central location users can access, usually via the web or phone, to get information, obtain schedules, and/or make reservations for several transportation providers across an area.
Performance measurements/outcomes	The objective of performance measurement is to evaluate the results of government services. It does this by setting standards and outcome objectives, measuring performance against goals, standards or benchmarks, and helping managers communicate results. Generally, performance measures look at inputs (measures of resources used to provide a service), outputs (indicators of the amount of service provided), outcomes (measures that assess how well the objectives are achieved), and efficiency (measures the amount of input needed to generate an output or outcome).
Survey: Customer needs, customer satisfaction	A survey designed to evaluate transportation users' satisfaction with the service they receive.
Training: travel training	Training, often geared to a particular group, which teaches people how to use public transportation.
Transit amenities/features	Features that enhance the rider's experience and play an important role in attracting and keeping riders. Transit amenities can be at transit stops or on vehicles. Examples include seating while you wait, shelter from the weather, security cameras, storage racks, and accessibility features for people with disabilities.

Operations Strategies are intended to improve customer mobility. Such strategies may address agency routes, create brokerages for area transportation providers, develop subscription programs, and develop and implement transit pass programs. Services affected may include fixed route, demand response, or volunteer transportation systems.

Operations

Brokerage	Brokers act as administrators of transportation programs, ensuring that clients receive efficient transportation that meets their needs and that agency costs are reduced. There are many different brokerage arrangements, but common broker responsibilities include: contracting for transportation with private operators; handling reservations, scheduling, dispatching, driver training and equipment procurement and maintenance; providing risk management and quality assurance; agency billing and record keeping; and maintaining insurance.
Demand Response	Transit vehicles providing demand-response service do not follow a fixed route, but travel throughout the community transporting passengers according to their specific requests and usually require advance reservations. Therefore, vehicles do not follow a specific route or schedule, but are based on the user's needs. Special Transportation Services (STS) is a widely used example of this strategy.
Integration of Services	The integration of multiple transportation providers or modes. Integration can improve service and increase efficiency. Services may be fully integrated, or agencies may decide to integrate just one aspect (e.g. an integrated fare card for multiple agencies).
Partnership agreements	An agreement where two organizations or agencies agree to work together towards a common transportation goal. Common partnership agreements include public-private partnerships, partnerships among multiple transportation authorities, and partnerships between human services and transportation providers.
Purchase/Contract for Service	A public transit provider contracts out to another agency or company to provide transportation service, either in whole or in part (e.g. night and weekend service).
Regional /multimodal hub	Transportation centers that serve as a regional hub and include a variety of transportation modes (e.g. bus, rail) that are often coordinated.
Subscription service	Any public transportation service operated for a guaranteed number of patrons on a prepaid, reserved basis.
Transit passes/subsidies	Transit passes are given directly to riders to subsidize their use of public transportation, either in part or in whole and are often targeted to a specific group (e.g. riders commuting to and from work or Medicaid recipients with multiple doctor visits).
Trip Request/Rider Request	Fixed route service with variable routing. Buses operate on a fixed schedule and route, but have the flexibility to go off route to pick-up and drop-off passengers within a defined service area.

Partnership and Leadership strategies involve coordination and cooperation between private and public transportation providers, human service agencies, consumers, and others to improve the efficiency and quality of service provision.

Partnership and Leadership

Advisory Committee	Established to represent community transit concerns, advise local transportation officials on important issues, and recommend policies. Advisory committees are generally made up of residents, business owners, community activists, and other local stakeholders.
Coordinating Council (CCAM--federal program)	The Coordinating Council on Access and Mobility (CCAM) and the United We Ride Initiative provide technical assistance and guidance to the various agencies that are working to more effectively utilize resources and more efficiently serve clients.
Coordinating Partners/coordination with human service agencies	Transportation operators and human services organizations coordinate services to provide traveling options for transportation disadvantaged client populations.
Interagency Work Group	A working group comprising different coordinating agencies established to address specific transit issues.
National Consortium	This consortium, which consists of 15 national non-profit organizations and various Federal agencies, focuses on coordinating safe and accessible transportation for human services.
Regional Coordination	Coordination of various transportation and social service providers at the regional level, designed to address transportation needs within the context of the challenges posed by sprawling development, whereby important destinations may be located beyond the service boundaries of local transit (e.g. a regional hospital). Regional coordination includes centralizing services through one provider to fill gaps, streamline service, or coordinate multiple transportation operators within the region.

Planning Strategies improve coordination and planning at the administrative and organizational level among different agencies, organizations, and stakeholders. Examples of useful practices include community transportation planning, developing joint opportunities for quality assurance and review, information sharing, and coordinated standards for planning.

Planning

Framework for Action	A comprehensive evaluation and planning tool designed by CCAM members to provide guidelines for improving or beginning coordinated transportation systems that community leaders, state agencies, and local agencies may follow in order to provide quality human services transportation.
Information Exchange	Local partners and customers meet to discuss specific transportation issues; when state and federal agency representatives are also involved, local partners can learn about how issues were resolved in other locations as well.
Outreach/field visits	Trips taken by community residents, officials, and/or agency representatives to project areas in order to better understand a proposal or issue of concern, facilitate buy-in from different groups, view successful examples in other communities, or get a better sense of the physical facts of a project.
Federal / State Planning Requirements	Formal transportation planning requirements that states or localities must meet in order to receive transportation funds.

|

Policy, Program and Funding strategies are geared toward improving effectiveness, efficiency, and accountability. Policy, programs and available funding are typically implemented as mandated by legislative bodies or administrative offices.

Policy, Program, and Funding

Dedicated Funding	A local funding source guaranteed for transit expenditures, such as a portion of a gas tax, sales tax, or other locally levied tax. Dedicated funding allows for long-term planning because it is more predictable and reliable than having to depend on general fund revenues, which must be used for all other municipal needs.
Federal funding programs: Mobility Management Grants, United we Ride Grants, Matching Programs	Federal funding programs are designed to assist state and local programs/agencies that meet eligibility requirements and rise above other competing programs/agencies. Some examples include: <ul style="list-style-type: none">- Federal grants that encourage transit agencies to take on the broader role of “Mobility Managers.”- The United We Ride Initiative, a partnership between the Departments of Transportation, Health and Human Services, and Labor, provide grants for the purpose of breaking down the barriers among Federal programs and setting the stage for local partnerships to address unmet transportation needs, especially coordinating human services transportation.- Matching Programs are designed to provide funding for local projects for which local agencies have already raised part of the needed capital.
Joint funding	The use of two or more funding sources (especially at the federal level) to fund a transportation project.
Legislative proposals	Programs set through Congressional legislation often require that agencies meet goals that may be directly related to transportation or can be leveraged to build transportation infrastructure or expand the customer base (e.g. Welfare to Work). In some cases, the legislative proposals also fund the mandates they set.
Traditional funding	The funding procedure follows the traditional grant reimbursement model.
Non-traditional funding sources	Local, State or Federal Agencies may look beyond traditional funding administered by transportation agencies to foundations, public-private partnerships, and the creative use of debt financing. Examples include federal loans, loan guarantees, and lines of credit to public or private sponsors of transportation projects.
Waivers	Use of Medicaid waivers to provide non-emergency transportation to Medicaid beneficiaries.

Technology Strategies automate or simplify administrative processes and procedures. Technology strategies are generally designed to increase the efficiency of reservations, scheduling, dispatching, reporting, and billing. In addition, consumers with disabilities may benefit from the adoption of assistive technology to plan trips, identify stops, and recognize landmarks.

Technology

ITS	A broad range of wireless and wired communications-based information technologies. When integrated into the transportation system infrastructure and placed in vehicles, these technologies help monitor and manage traffic flow, reduce congestion, provide alternate routes to travelers, enhance productivity, and save lives, time and money.
Automated scheduling	Computer aided scheduling used to increase efficiencies, handle complex scheduling scenarios, and decrease costs. Automated scheduling can be used to determine transportation routes and schedules, work schedules, payroll, and fleet management.
Automatic Vehicle Location	AVL is a computer based tracking system that reports the real-time location of the vehicle. Benefits include improvements in dispatching, scheduling, service efficiency, and answering customer inquiries. These technologies are often used in conjunction with Computer Aided Dispatch.
Computer Aided Dispatch	Use of technology to increase efficiency and capability of dispatching functions, such as scheduling pick-up and drop-off for customers within the same zones. Often used in conjunction with Automatic Vehicle Locator (AVL)
Funding for Promising Technology	Special funding provided to agencies that experiment with new technologies that improve transit systems including technology that coordinates operations, manages information, and enhances customer service.
Smart Cards	Smart cards are credit card-sized devices embedded with computer chips that can store large amounts of information. The advantages of smart cards include the ability to unify multiple transportation systems under one fare payment method, the use of smart cards for other transit related purposes (e.g. parking at the train station), and the ability to provide transportation officials with better data on rider profiles, route ridership, and system usage.

APPENDIX D
PUBLIC INFORMATION PROGRAM



Pinal Rides

Transportation Coordination Project

United We Ride

A national initiative to improve coordination in human service transportation

United We Ride

- ❑ President Bush Executive Order (2004)
 - ❑ Partners - Transportation, Health and Human Services, Education, Agriculture, Labor.
 - ❑ Governor Napolitano - "Arizona Rides" initiative (July 2005)
 - ❑ Arizona United We Ride Working Group built a framework for involvement
-

Two Projects Identified....

1. Statewide Assessment

- Ensure maximum feasible coordination among human service agencies receiving federal transportation dollars
- Increase efficiency and effectiveness of funds utilized for transportation
- Reduce redundancy/overlap of service.

2. Pinal Rides

- Pilot transportation coordination demonstration project
-

Elements of Pinal Rides

- ❑ **Evaluation and Education** - Inventory existing transportation services, identify service duplication/gaps, evaluate coordination options, identify pilot project
 - ❑ **Pilot Project** – Prepare implementation plan for a demonstration coordination project
-

Evaluation and education....

- ❑ **Kick-off meeting in early 2005** - 30 staff from wide range of human service agencies
 - ❑ **Smaller Study Advisory Committee** formed
 - ❑ **Transportation surveys** - over 20 agencies responded
 - ❑ **Assessment** - current services, coordination efforts, service duplication and service gaps
 - ❑ **Coordination options** – reviewed, evaluated, and prioritized.
-

Pilot Project Selected

- ❑ Transportation Coordinating Council
 - ❑ Share Technical Expertise
 - ❑ Coordinate Transportation Services in two service corridors
-

Transportation Coordinating Council

- ❑ Form an advocacy group for transportation issues countywide.
- ❑ Proposed Mission - *To improve the availability of quality transportation service in the Pinal County area, building upon and expanding existing resources. Our vision is an affordable system that meets individuals' transportation needs and supports the human services, medical, business, educational and recreational goals of the area.*



Share Technical Expertise

- Could include activities such as legal assistance, grant-writing, joint vehicle procurement, etc.
 - Pilot project to focus on driver training.
 - Develop annual training calendar open to all agencies drivers
 - Include Defensive Driving, Passenger Assistance, Drug/Alcohol Awareness, Safety/Security
-

Corridor Service Coordination

- Two corridors
 - Florence/Coolidge/Casa Grande
 - Eloy/Arizona City/Casa Grande
 - Existing services with tight budgets (Senior Centers, Day Care, other Human Service programs) limited to specific geographic areas, days and times
 - Goal: By early 2006, provide one trip/week in each corridor. Leave by 9 am, arrive in Casa Grande by 10 am, return at 2 pm.
 - Primary trip purpose: Medical and other services not available locally. Would be open to all riders.
 - Budget required: Estimate \$8,000 for six months
 - Pinal Health/On the Go Express to provide service
-

Then What?

- Initially- service in two corridors supported by temporary funds.
 - Over next year - secure reliable funding.
 - Pool existing program funds – AHCCCS, other
 - Grants - ADOT 5311 (Rural Public Transit), other
 - Local Contributions - Beyond LTAF II
 - Expand to other corridors.
-

Join with us to support.....



APPENDIX E
ADOT TRAINING LIBRARY (as of 12/05)

TRANSIT RESOURCE LIBRARY
Quantity and Location

Advanced Driving (1) (A1)
A Safe Ride for All "Drug-free Transit" (1) (A1)
Behavior Mgmt. Trans. Students with Special Needs (1) (A1)
Bound for the Future (1) (A1)
Building Quality Service (10) (A1)
Business Operator's Manual—3 ½ floppy discs (5) (C4)
Coaching the Van Driver (1) (A2)
Community Inclusion Driver (1) (A2)
Cornerstone of Quality (1) (A2)
Dealing with Difficult People (2) (A2)
Dealing with Young Riders (1) (A2)
Driving Safely (2) (A2)
Driver Training Program (7) (A3)
Drug & Alcohol Training (1) (A3)
Driving Ambition (4) (A3)
Effective Dust Control & Overview of Rule 310 (1) (A3 &4)
Emergency Procedures for Rural Transit Drivers (7) (A4)
Employee Assistance Program (1) (A4)
Essential Skills for Dispatching (6) (A4)
Evacuating Elderly & Disabled Pass /Public Trans. Vehs. (2) (A4)
Fitness for Duty Testing in the Transit Workplace (14) (A4 & B1)
In Your hands "Getting Help with Drugs @ Work (2) (B1)
KART Marketing (1) (B2)
Lifting to Safety and Reliability (6) (B2)

Mustang Fire/Life Safety (4) (B2)
Native American Transportation (1) (B3)
Order on the Bus "Handling Unruly People" (4) (B3)
Para Transit Driver (1) (B3)
Practicum (2) (B3)
Pre Trip Inspection (2) (B3)
Problem Passengers/Challenging Situations (0)
Public Transportation "Marilu Henner" (1) (B3)
Reasonable Suspicion Referral for Drug Testing (2) (B4)
Roles and Responsibilities of Transit Mgrs. (0)
RTAP MINI-CD'S RESOURCE CATALOG (24) (C4)
Safe Transport under the ADA (4) (B4)
Safety Zone (1) (B4)
Serving Passengers w/ Disabilities (1) (B4)
Situational Analysis (1) (B4)
Slides & Sound (1) (B4)
Small Transit Vehicles Inspections (1) (B4)
Starts Training Program (2) (B4)
Supervising for Quality (1) (C1)
The Art of Caring Leadership (3) (C1)
The Customer Service Connection (1) (C1)
The Impact of Alzheimer's (1) (C1)
The Ricon Advantage (1) (C1)
The Team Approach (1) (C1)
Trading Places Assisting Pass. W/Special Needs (3) (C1)
Training Outlines 3 ½ floppy discs (5) (C4)
Transit Development (1) (C1)

Understanding the Capabilities & Needs of Spec. Pass. (5)(C2)

Wheelchair Management (2) (C2)

Your Ticket to Safety (11)(C2 &C3)

APPENDIX F
TRAINER'S MANUAL



BECOMING A TRAINER IN THE WORKPLACE:

Trainer's Manual

for Pinal County Transportation Providers

Moving Adult Learning Theory to Practice

Pinal Transportation Coordination Project

A project of ARIZONA RIDES

December 2005

BECOMING A TRAINER IN THE WORKPLACE

As a trainer you have an important job. The training you help to facilitate impacts the safety of riders and drivers, and the maintenance of the fleet. The purpose of this manual is to provide information to help you understand what makes effective training and to help develop training sessions that are beneficial and interesting to those who attend.

Training elements addressed in this handbook include:

- Adult Learning Theory

We have all been to meetings and training sessions where we sit for some length of time, listen to someone talk and talk, then leave and wonder, “What was that all about?” *Adult Learning Theory* is a research-based identification of what makes learning valuable to adults and what makes learning effective.

- Keys to Success

Knowing how to make training valuable for adults is the first step. Next, effective trainers need to prepare and deliver training in ways that make the learning stick. These keys to success offer tips and pointers for working with adult learners so you can develop interesting, effective, fresh sessions.

- Setting the Stage

Once the employees arrive for training, there are several ways to establish a positive learning environment. Setting the stage for participation invites the learner to have a positive attitude and contributes to the overall success of the training.

- Developing a Training Session

Thorough session planning brings all of the elements of theory and practice together to offer an interesting and effective training. A lesson plan format is provided. An actual lesson plan has been developed for you to use as a model as you begin planning your training sessions.

Adult Learning Theory: A Brief Summary

One key factor that makes humans stand apart from other species is our ability to learn. Most other creatures experience situations but cannot incorporate that experience to change their behavior. Humans, however, can experience and then use that experience to learn: to make conscious choices about how to do something the next time. *Adult Learning Theory* expands on this fact, and focuses on *how* adults learn most effectively.

When it comes to learning for the job, adults need to know and experience key steps in order for the training to be effective. The key components of Adult Learning Theory are:

- Adult learners need to know the **purpose** of training.
- Adult Learners need to **see personal connection** to training and how it will impact them on their job.
- Adult Learners need to **know what they are expected** to do as a result of this training.
- Adult Learners need a **positive training experience**.
- Adult Learners need a **positive field experience**.

Adult Learners need to know the purpose of training.

Remember a recent time when you were trying to do something new. It could be putting up a new garage door or trying out a new recipe. You experienced a situation and *learned* something new because the *purpose* of the experience was important to you: your old garage door kept locking you out in the morning; your friends were coming over for dinner and you wanted to try something new. Because you *knew* why it was important to use a certain tool or follow directions the learning was easier.

In the work place, adults need to know why the training they are undergoing is important. Both in the “sign up” stage and at the actual beginning of training, be clear with adult learners about the purpose of the training.

Adult Learners need to see personal connection to training and how it will impact them on the job.

Remember back to high school? You are sitting there trying to graph a quadratic equation or count the syllables in a line of Shakespeare. You know how to do it, but for the life of you, you cannot figure out why! And today, those lessons are forgotten, while other things you learned stick. You did not have a personal connection to the learning and did not see how it would matter to you.

Understanding why we need to learn something is also critical to adult learners. More than the general purpose of a training, adults need to see that what they are experiencing

will directly impact how they do their job. A clearly established purpose will connect the learner to the training. During Hurricane Katrina, a vehicle fire provided a dramatic and tragic example of why you need to know how to evacuate the vehicle in an emergency. Effective training will show participants a personal connection.

Adult Learners need to know what they are expected to do as a result of this training.

Adult learners need to know what they will be able to do at the end of the training. It is natural to ask, "Will there be a test on this?" Adult learners need to know what they will do after the training is over. Will there be a new form to fill out in the workplace? Are there new procedures? Will someone be checking in or asking for feedback? Will the training be part of the job review? Knowing this will make a difference in how learners file the information and how they retrieve it for future use.

Adult Learners need a positive training experience.

Humans learn at an amazing pace, but often that knowledge is lost in the mind and cannot be retrieved. Providing a positive training experience allows the learner to access the learning and use it in a way that reinforces the learning. In addition, a positive training experience allows any holes in the training to be identified and filled in.

Adult Learners need a positive field experience.

No matter how effective training may be, adult learners need a positive field experience to allow the training to become a learned behavior. Just like the math and English lessons we could not see the connection to in high school, if learners do not use the training immediately and with support, then the training is quickly forgotten.

Effective training will set up a way for employees to use the training in the field soon after the training and will provide some format for analyzing how the new learning went.

Summary:

Understanding and using each of the five elements of adult learning theory will help training sessions to be more effective and establish enduring understanding in trainees.

Keys to Success: Tips and Pointers for Working with Adult Learners

Based on the components of Adult Learning Theory, the following are important keys for developing training that is effective and creates lasting understanding.

- *Demonstrate need.* Adult learners need to know why they are in this training. Connect the training session to a current situation the agency is experiencing.
- *Outcomes must be clear.* Adult learners expect to know what they are doing in a given training session, including bathroom breaks, food breaks and end time. Some flexibility within the training to possibly shorten session time or choose length of lunch break often motivates adult learners.
- *Keep it fresh.* Adult learners dread boring training sessions but are excited about positive experiences. Use several presentation formats and activities. Move back and forth on a continuum from instructor-centered to group-centered activities to keep class engaged and participating.
- *Recognize and incorporate different learning styles.* Individuals learn in different ways. Within a training session, vary the format so that as many styles as possible are accommodated. **Visual learners** need overhead posters or items to look at. **Audio learners** need to hear the information read to them. For example, do not just put up the overhead, but also read it to the class. Kinetic learners need hands-on. Small group work, writing down information or working on some other activity addresses these learners.
- *Use discussion as an effective tool.* Many people learn from small or large group discussions. Adult learners bring a wealth of experience to training. Be conscious, however, of time spent in discussion. Discussion can stray too far from the identified purpose and established outcome of a training. Too much or off-topic discussion is frustrating to learners. Remember that adult learners value effective use of their time. When discussion is part of a scheduled training, make sure it stays focused. Keep the discussion focused on the issue at hand. Allow participants to offer their ideas and opinions, but be prepared to use statements such as, "That's an interesting idea. How does it relate to our topic?" or "We've all had experience like that. How can we use those experiences to understand the issue at hand?" The key is to redirect (as often as necessary) to keep the discussion moving toward the end goal within the planned time.
- *Have clear end goals.* For the whole session, and for individual activities, make sure adult learners know what they are supposed to do by the end. (Is the worksheet completed? Should the small group have someone to report out? Report to supervisor regarding the new technique?)

- *Be prepared.* Know the content, activities, and schedule you are responsible for completing. A rule of thumb is 2-3 hours of preparation time for each hour in class for the first time teaching a particular unit. The better prepared you are, the more smoothly the training will go and the more able you will be to adjust the training as needed. Have all material prepared and accessible, have thought carefully about the set-up of the room, and have read and re-read your information several times. Give all equipment a test run before trainees arrive.
- *Be confident.* When presenting, be confident! You were asked to be the trainer for a reason. The more confident you appear, the more likely your trainees will follow your lead. How to appear confident? Be prepared and know where everything you will need is located. Move around to include all parts of the room. Make eye contact of a few seconds with each person in the room. Use your voice and hand gestures to keep things interesting and emphasize key points. Avoid monotone voice or body language. Be aware of audience needs by paying attention to their body language. Is it time to switch to a different activity? Take a brief break? Wrap up discussion? Adult learners know what they need and respond when training is flexible to meet those needs.

Summary

Keep these tips in mind as you conduct training. Whether in a classroom or independent learning setting, these tips will increase the effectiveness of the training.

Setting the Stage: Creating a Positive Environment

Much of the monthly training you will facilitate is based on video tape sessions. Having available to you different possibilities for the training setting will allow for an effective and fresh training. Consider the following to plan your training sessions.

- Test and practice with audio-visuals and equipment before participants arrive. Check visibility from several parts of the room.
- Establish place where instructor's materials are. As session progresses, this will allow instructor to stay organized.
- Have beverages/food available and know where they will be located. Try to place in discreet location so it does not interfere with instruction or focus if someone stands up to get something.
- Have watch/clock available for monitoring progress and work plan.
- Have schedule posted/available for all participants.
- Seating Options
 - Traditional Classroom: Individuals are arranged in rows facing the front of the room. Individuals have their own "space" to function in. *Benefits:* Instructor has clear line of vision to all participants. Participants can easily view overhead, screen or other visual aids, as well as the instructor. *Drawbacks:* Can limit participation in small groups. Discussion tends to be dominated by instructor. Easier for participants to tune out. Trainer must be sure to move around classroom. Some individuals may be inaccessible.
 - Rounds: Individuals sit with other trainees around small (six foot is the standard) tables. Creates small groups without requiring people to get up and move. Seats can be assigned or random. *Benefits:* Participants can work with others on activities. Generates more discussion from participants. Can allow all people to offer opinions and share ideas without consuming large amounts of time. Instructor can talk with each small group individually, all participants accessible. *Drawbacks:* Especially for newer trainers, can be more difficult to get group's focus back. Participants may need encouragement to sit with different people. Some are anxious about talking/sharing with others.
 - U-Shape or Square: All trainees have individual space, but are looking at other participants. Trainer is usually in the open end of "U." *Benefits:* Group can work with and talk with all participants. Trainer has easy access to all individual. Has a positive "boardroom" feel. Participants feel like stakeholders. *Drawbacks:* Sometimes audiovisuals are obstructed. Does not work well for large groups (over 15) as the sides become too spread out.

Summary

By thinking carefully and thoroughly about the training, and taking time to plan it, you can create effective sessions that positively impact the learners. This creates positive by-in and lasting value of the training.

Developing a Training Session

Lesson planning is perhaps the most important step in providing interesting and effective training. To assist with this important step, three forms are provided for you to review and complete prior to your training session.

- **Training Session Outline:** This one page outline asks questions that you should be aware of prior to developing your training. Taking 15 minutes to think through these questions will pay off in training that is more effective.
- **Bag of Tricks:** An easy format for you write down great (or not so great!) ideas that you get from other training sessions.
- **Training Schedule Time Matrix:** An outline for you to use and develop as you offer different training sessions. Information includes the time to be committed to each teaching segment, focus/goal of each segment, instructional method/activities for each task, and tools/materials that you need to have available. Following this blank matrix is a sample lesson plan demonstrating how to use the outline.

Training Session Outline

Goal: What do people need to know as a result of this training?

Objective: How specifically will you reach this goal?

Set-up and Preparation: What copies do you need? How would you like the room arranged? Is there availability to change around facility?

Warm-up Activity: Does everyone know each other? What are the ground rules? How can you get people fired up?

Schedule of Activities and Outcomes: How will you tell trainees what they are expected to do and know? When will they get breaks?

Activity to Introduce Topic: How could you tap into prior knowledge and experience and link to today's goal?

Discussion of Ideas: How will this be group-led, instructor-led or a combination of both?

Summary: What process or activity will you use to restate what you have learned and practiced today?

Assessment: How will you and trainees know if the goal has been accomplished? Will it be a test, an "exit ticket" or some other end activity?

Other Resources:

Training Schedule Time Matrix

Training Topic _____

Date: _____ Location: _____

Time:	Focus	Activity	Tools

**SAMPLE
Training Schedule Time Matrix**

**Training Topic: Evacuating Elderly & Disabled Passengers from Public
Transportation Vehicles**

Total Time: 2 hours Classroom/Video, 1 hour vehicle practice = 3 hours total
Consider presenting as two sessions

Date: _____ Location: _____

Time:	Focus	Activity	Tools
5 min.	State Objective: Provide safest ride possible for yourself and your passengers.	Outcome: After viewing video Section One, we will go out to a vehicle and locate and practice using emergency exits.	None
10 min.	Activate prior knowledge: warm-up questions.	Have you ever been in an accident, either as a driver or as a passenger? What action helped the most? What was the most intimidating thing? Recall Hurricane Katrina tragedy.	None
5 min.	Re-state goal: To learn or review emergency evacuation procedures, especially to assist disabled passengers.	State length of video. (Approx. 50 min.) We will stop after first half and use the vehicle to practice. Pay special attention to what conditions would affect use of emergency exits and possible alternatives.	None.
Approx. 30 min.	View video.	Write down points of interest or anything you have a question about. OR: Provide an outline sheet of the video and have trainees fill in notes as viewed.	VCR Video Paper/pen OR outline sheet to serve as a note-taking tool.
15 min. OR 30-45 min.	Stop after "Assessment of Situation" and "Preventing Injuries" sections and A) Ask for questions and brief review, then continue with video OR B) Stop video at this point and proceed to vehicle to practice techniques learned.	A) What key points stand out to you from watching this video? Do you have any questions at this point? What are key points from "Assess the situation?" What are key points in "Preventing Injuries?" B) What key points stand out to you from watching this video? Do you have any questions at this point? At this time, we will head to the vehicle to hands on practice of the information we just viewed.	Chart paper or whiteboard. (It is helpful to provide a way for participants to see collective work and to review information all together.) Large, easy-to-read pens/markers.

Approx 25 min.	View video	Video Section Two: Again, write down points of interest or anything you have a question about. OR Provide an outline sheet of the video and have trainees fill in notes as viewed.	VCR Video Paper/pen
15 min. OR 30-45 min.	Stop after "Evacuation Process" and "Evacuation Techniques" sections and A)Ask for questions and brief review, then continue with video or B) Stop video at this point and practice techniques learned.	A) What key points stand out to you from watching this video? Do you have any questions at this point? What are key points from "Evacuation Process?" What are key points of "Evacuation Techniques?" B) What key points stand out to you from watching this video? Do you have any questions at this point? Now we will go back to the evacuation techniques and practice with each other using what we have learned.	Chart paper or whiteboard. (It is helpful to provide a way for participants to see collective work and to review information all together.) Large, easy-to-read pens/markers.
10 min.	Summary of learning and Assessment	EXIT SLIP: Look back over your notes and the discussion notes we did together. On the half sheet provided, write down three key things you are going to remember. Write one thing will you observe for on your next route. Write any lasting questions you have or any concerns you need me to follow up on.	Half sheets of paper. (You may type the questions on the sheet to facilitate.)
10-15 min.	Close session. Close session (cont.)	Immediately review the exit slips. Did drivers list pertinent and accurate points? Are there any questions or concerns that need to be followed up on immediately? At this time, review your training outline and make any notes that would help you next time. Were times accurate? Were drivers able to gather the information necessary? What would you do differently next time? Rewind video and return session outline and any other materials to be prepared for next session.	Session outline.

APPENDIX G
CORRIDOR MEETING DETAIL

CORRIDOR SERVICE COORDINATION

**Current Service: Florence/Coolidge/Casa Grande and Eloy/Casa Grande
Participants in Coordination Workshop November 1, 2005**

Florence/Coolidge/Casa Grande

Agency:	Contact:	Current:	Potential Coordination/Comments
Meals on Wheels (Florence)	Linda Hutchings 624-1562	Meals from Tucson	Van with shelves/racks. No potential for riders.
Dorothy Nolan Senior Center (Florence)	Laura Feliz 868-7622	Within Town Only Shopping to Coolidge on Mondays, 12:30 to 3:00 pm	No \$ for additional service Limited Special Trips
Horizon Human Services (Florence-Coolidge)	Marsha Ashcroft 836-1688	From CG to Florence/Coolidge to arrive back in CG by 9 am. Return app. 2 pm MWF: 8 riders, TTh 15 riders	Potential conflict with HIPPA regulations (medical privacy) Minimal excess capacity.
Palm Villa Adult Day Care (Florence)	Robin Neagle 866-7912	M to Th, 7 am – 9 am, 3 pm – 5 pm	Currently limited to transportation to and from day care center. Vehicle Available?
Coolidge Sr. Center (CCS Contract)	Shirley 723-4803	M-Th, 8 am-2 pm, Local only F, 8 am-2pm, Casa Grande	6 passenger van is usually full. Primarily shopping, limited medical.
Cotton Express	Eleanore 723-4882	M-F, 7:30-5:30 No service outside city limits.	Expand service area? Additional FTA 5311 funding?

Eloy/Casa Grande

Agency:	Contact:	Current:	Potential Coordination/Comments
Meals on Wheels	Linda	Meals from Tucson	
Eloy Senior Center (CCS Contract)	Norma 466-3166	M-F, 8:45 am -1:45 pm 8:45-10:45: Homes/Center 12:15-1:30: Center/Homes	MWF: 10:45-11:35: One rider to CG-dialysis Pick up @ 3:30 pm. Funded by LTAF II: Limited to 5 hours/day.
Horizon Human Services	Marsha Ashcroft	From CG to Eloy/AZ City to arrive back in CG by 9 am. Return app. 2 pm. MTTh: 12 riders, WF: 8 riders	Potential conflict with HIPPA regulations (medical privacy) Minimal excess capacity.
Pinal Hispanic	Ralph Varela 466-7765	M-F, 8 am-5 pm rvarela@pinalhispanic.org	Out Patient/Mental Health/Drug Rehab. Clients only. Concerns with confidentiality/insurance. 4 vans, 3 cars. Open to paying fee/voucher on public transit.
Santa Cruz Village Apt.	Shelly Hanley 836-2758	One trip/wk to CG: Wednesday	Older van

Updated November 22, 2005

Contacts:

Agency:	Contact:	Current:	Potential Coordination/Comments
AZ Training Center Residential Program With Community Involvement	Jolene Hollenbeck 723-4151	To CG: Contracts with PPEP. One vehicle/day, to/from multiple service locations in CG.	Transportation Depot: Has 52 vehicles (includes service/automobiles) Medical trips are not scheduled. Residents travel with two staff (Rehab. Tech/Direct Care Provider. 2 staff "full-time" drivers on site/Phoenix for medical 3 x week. State liability insurance limits to residents/staff only.
PPEP (Portable, Practical Education Preparation)	Maria Davis 836-9007	See Above	Program Supervisor-Gina Judy 594-6460 Out until 9/29/05 Unable to contact. Mary Lou Rosales to follow-up
P-G County Long Term Care	Jackie Reynolds 866-6794	No Vehicles. Utilizes AHCCCS providers	Clients in homes.
Pinal County Public Health: (PCPH) Misc. Services + Mosaic Program	Lisa Armeta 520-866-7869	On-the-Go Express 5 vehicles/ Demand Response/ East County Mosaic clients to medical appointments. Driver to be based in Coolidge.	Mosaic (AIDS) Contract recently expanded to west side of county. Will also be driving Mobile Health Unit Possible FTA 5311 Grant?
DES	Dora Duarte 836-7435	520-836-2351 X209	
Community Action Human Resources Agency (CAHRA)	Mary Lou Rosales	520-466-1112	
Head Start	Charity Russell 723-1277		Community Partnership Council
DD Commission	Jason Geroux 480-983-2977		Review Central AZ Council on DD Survey. Apache Junction - Requesting 5310 Vehicle
PGCSC	Olivia Guerrero 836-2758	oliviag@pgcsc.org	Starting mileage reimbursement program.
Superstition Mountain	Jennifer Siozos	480-983-0562 Demand response only Mon.-Thurs.: 7:00 AM-8:30 PM Friday: 7:00 AM-5:00 PM	

APPENDIX H
EXAMPLE DEMONSTRATION SERVICE FLYER

The Pinal Coordination Demonstration project includes this effort to coordinate the delivery of inter-community transportation services in two corridors - Florence-Coolidge-Casa Grande and Eloy-Casa Grande.

This six-month Pilot Project is operated by the Pinal County Health Department's "On the Go Express with funds provided by various agencies.

List Participating Agencies????

**Modify to reflect service description:
Below is for Globe/Miami**

CVCT provides curb-to-curb bus service to the general public in the towns of Miami, Globe, and Claypool. Service is available Monday to Friday from approximately 6:30 am to 4:30 pm.

All vehicles are wheelchair accessible and operated in compliance with the Americans With Disabilities Act.



HOURS OF SERVICE

X:30 AM TO X:30 PM

MONDAY and FRIDAY

RESERVATIONS

Call 111-111-1111

Add info about reservations. Reservation must be made XX hours in advance. Same day requests will be accommodated when possible.

FARE

\$X.00 per person, each way

Correct change is appreciated. Add information about "Cab Ride" Program. Getting tickets, ETC.

SERVICE AREA

Florence/Coolidge/Casa Grande

Eloy/Arizona City??/ Casa Grande

PINAL COUNTY

CONNECTIONS



A United We Ride Project

Call XXX-XXXX

A Pilot Project to provide transit service between

Florence/Coolidge/Casa Grande

and

Eloy/Casa Grande

Arizona Rides is a statewide initiative to coordinate transportation. Goals include

- To insure maximum feasible coordination between and among human services agencies receiving federal transportation dollars,
- To increase the efficiency and effectiveness of funds utilized for transportation, and
- To reduce redundancy/overlap of service.

Pinal Rides Mission Statement

Our mission is to improve the availability of quality transportation services in the Pinal County area, building upon and expanding existing resources. Our vision is an affordable system that meets individuals' transportation needs and supports the human services, medical, business, educational and recreational goals of the area.

Scheduling Your Ride: **Revise**

- ✓ A dispatcher is available to schedule your trip Monday to Friday, 8 am to 4 pm.
- ✓ Reservations should be made 24 hours in advance. You can call up to two weeks in advance if you know your travel needs.
- ✓ When you call to schedule your trip, have the following information ready:
 - Home Address
 - Street Address of where you are going
 - Time you need to be at your destination and time you wish to return
- ✓ If you make a trip regularly (daily, weekly or certain days each month) we can put you on a regular schedule. Call dispatcher for details.

If You Must Cancel

- ✓ Call as soon as possible, no less than one hour before the trip is scheduled.
- ✓ If you do not cancel and simply do not show up for scheduled trips, you will be charged a round-trip fare before you are provided service again.

Wheelchair Accessible Trips

- ✓ If you need the wheelchair lift to board, please let the dispatcher know.
- ✓ All of our buses are equipped with wheelchair lifts.

Some Helpful Hints:

- ✓ An adult must accompany children X years of age or under.
- ✓ Any items carried on by rider, including baggage and bicycles, must not interfere with other passengers use of the service.
- ✓ No flammable liquids or open alcohol containers
- ✓ No smoking.
- ✓ Service animals are allowed. Any other pets must be in a closed carrier.
- ✓ Please be courteous of other passengers. Rudeness and/or vulgarity are unacceptable and will result in removal from the bus.

