

Human Services Coordinated Transportation Plan



**Central Alabama Regional
Planning and Development
Commission**

**Update
September, 2008**

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Executive Summary

This document has been modified as a result of renewed meetings with the Human Service Organizations, Montgomery MPO, Central Alabama RPO, Central Alabama Economic Development District and local elected officials. The sections modified Items Bold and italicized were added as a part of the 2008 Up-date. Items bold and italicized were added as a part of the 2008 Up-date. The modifications can be located in the following sections: SWOT Analysis, Goals and Objectives, and Conclusions and Recommendations.

This plan is a document administered by the State of Alabama Department of Transportation in partnership with the Alabama Association of Regional Councils for the task of analyzing current transit assets and future needs while identifying the ability for agencies (public and private), advocacy groups, and municipalities to coordinate transportation services or the lack there of for each regional planning commission. The Central Alabama Regional Planning and Development Commission is region 9 of the 12 region council.

The **purpose of the plan** details what SAFETEA-LU is; the type of funding it supports and the intention of use for the plan by the State Department of Transportation. The intention is to provide the Alabama Department of Transportation with information to make decisions regarding the allocation of limited federal transit funds. This plan did not evaluate transit service provided by the different agencies. Instead it examined coordination issues for each county and the entire region.

The **methodology** explains what steps were taken to obtain the information used within this plan. How the stakeholders were contacted for meetings by letter and phone call, the identification of regional needs and coordination efforts through Strengths, Weaknesses, Opportunities and Threats analysis, the formulation of goals, objectives and strategies, and the development of future meetings which are to be held in accordance with the Rural Planning Organization.

The **goals, objectives and strategies** were taken from the Strengths, Weaknesses, Opportunities and Threats analysis conducted at the stakeholder meeting. From the ideas presented in the SWOT analysis the goals and objectives presented within this document were derived with the intent of fulfilling the needs of the region in the future.

The **stakeholders meeting** section reviews idea presented at the meeting with an emphasis on five topics. The SWOT analysis was used for the community assessment meeting record which entails: (1) Making things happen by working together (2) Taking stock of community needs and moving forward (3) Putting customers first (4) Adapting funding for great mobility (5) Moving people

efficiently. Each topic was divided into Things done well, Things that could be done better, Contributing factors, how it can be accomplished, Responsible parties and Timeframe.

The **county summaries** section details the services for Autauga, Elmore and Montgomery counties. There are various services available in each county in each different funding section. Perhaps the problem is the lack of ability for persons who can use the services to reach them. Many of the dependent population live in the rural areas and due to the layout of the counties are not able to reach the municipalities where the service they desire resides.

Conclusion and recommendations section is a review of the pertinent issues for the Central Alabama region and proposed strategies to resolve the issues. Those issues are lack of coordination, lack of funding and regulatory barriers. The core recommendation of the stakeholders was that this process is a valuable one and should be continued for the advancement of the region.

Map data is a very important section to this document. The maps give a descriptive picture of where the services are in relation to the dependent population. There are several maps for each county and each map shows a different set of services and their location in the county. The maps demonstrate services across an entire county and can also be used to explain the scarcity of services from one portion of the county to another portion. This information is very important in drawing conclusions from the concerns of the stakeholders and to the current transportation systems.

Purpose of the Plan

The Safe, Accountable, Flexible, and Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) is a reauthorization of the surface transportation act. Part of this reauthorization requires the development of a coordinated human service transportation plan in order to be eligible for Section 5310 - Elderly Individuals and Individuals with Disabilities, Section 5316 - Job Access and Reverse Commute, and Section 5317 - New Freedom funds. SAFETEA-LU specifies that the plan must be based on input from private, nonprofit transportation and human services providers and the general public.

The purpose of this plan is to determine coordination opportunities within publicly and privately funded, human services transportation programs in Central Alabama and to develop strategies and projects to realize the opportunities. This project was developed by the State of Alabama Department of Transportation in partnership with the Alabama Association of Regional Councils. The Central Alabama Regional Planning and Development Commission is one of the 12 regional planning commission charged with this task.

While it is difficult to distinguish between the specialized transit services (Section 5310 - Elderly Individuals and Individuals with Disabilities, Section 5316 - Job Access and Reverse Commute, and Section 5317 - New Freedom) and the more general transit services (Section 5307 - Urban Area and Section 5311 - Non-urbanized Area), this plan considers all forms of transit service regardless of funding categories.

The plan will provide the Alabama Department of Transportation with information to make decisions regarding the allocation of limited federal transit funds. This plan did not evaluate transit service provided by the different agencies. Instead it examined coordination issues for each county and the entire region. However, since certain federal funding is dependent on projects being included in this plan, it contains projects for the individual agencies that do not address coordination issues.

Methodology

In June 2006 the Alabama Department of Transportation contracted with the 12 regional commissions in Alabama to prepare the coordinated human service transportation plan. The Central Alabama Regional Planning and Development Commission is one of the 12 commissions.

Data collected for this study was derived from primary and secondary sources.¹ (1) Identification of stakeholders and concerned parties (2) Identification of regional needs and coordination efforts (3) Development of goals and objectives (4) Development of strategies to fulfill goals and objectives (5) Development of future efforts and meetings.

The outcome of each step was based on input received from stakeholders as well as the general public. All stakeholders and public officials were notified two weeks in advance by letter and contacted again by phone the week of the meeting.

1. Identification of stakeholders and concerned parties

In September 2006 a list of stakeholders was compiled for the use of mailing and contact list. The selection of the stakeholders was based upon a general reference list given by ALDOT at the onset of this project. This list can be found in the Appendix of this document. The list also identified potential origins and destinations for the GIS mapping located in the Map Data section of this plan. Letters were mailed to each person of the stakeholder list for the meeting held on November 9th 2006.

2. Identification of Regional Needs and Coordination Efforts

Regional needs are based upon the current assets of the region then analyzing what the region lacks. Coordination efforts are those efforts being made between service providers, advocacy groups and stakeholders in an effort to further assist the transit dependent population and address gaps within the existing transit system. The meeting held on November 9th was used to determine regional needs and coordination efforts through a SWOT analysis. A SWOT analysis is an inventory of strengths, weaknesses, opportunities and threats. There were 130 invitation letters sent to transit service providers (public and private), advocacy groups, municipalities, schools, medical providers and others. 30 persons attended the meeting on November 9th. The results of the SWOT analysis are listed at the end of the methodology.

¹ Primary data gathered for this study is all data gathered firsthand by CARPDC staff i.e. vehicle inventory information. Secondary data is data gathered from another source i.e. Central Alabama Aging Consortium.

3. Identification of Goals and Objectives

The goals and objectives are derived from the SWOT analysis in order to directly aim the direction of this plan toward the needs of the stakeholders. Within the goals and objectives there are strategies set with the purpose to fulfill certain objectives which in turn assist in the fulfilling of larger goals. These goals, objectives and strategies are important to guide the process in the right direction.

4. Development of future efforts and meetings

Future meetings are organized to proceed past the data gathering and document phase towards the implementation phase. They are developed to continue progress towards more coordination within each county and the region. It is the intent of this plan to be incorporated with Regional MPO's and RPO's across the state for adoption as a document. These bodies will be responsible for using this document in the future as a guide for what the region needs and the steps to achieve it. Future meetings for the specific purpose of discussing the progress of this plan is will be at the discretion of the regional commission of the area.

Human Services Coordinated Transportation Plan

S.W.O.T. Analysis

Strengths

- Montgomery Area Transit System
- Existing Organizational Networks
- Cost Sharing Abilities
- School Buses as an avenue for transportation
- Public Venues for communication
- Envision 20/20
- Volunteers
- Non-Profit Organizations for tax incentives
- **Faith Based Incentives – Governor’s Office of Faith Based Initiatives**
- **211 System**
- **Easter Seals Initiative – Coordinated Transportation System**
- **Local knowledge base of individuals and organizations**
- **New State Data Base System – Demographics – Chris McInnis**

Weaknesses

- Growing Senior Population – **changing needs and activity levels – new issues**
- Lack of Rural Transportation
- Medical Transport
- Lack of Access to Social Services
- Restrictions on Tax Dollars
- Lack of State Transit Authority
- Lack of State funds
- **Lack of a Functional Data Base – Demographics**
- **Lack of participation of human service organizations**
- **Lack of information – to poor communication between organizations**
- **Limited information or coordination with for-profits**
- **Limited knowledge of public officials and the public on the needs of these special populations**
- **Limited understanding that any transportation system or program needs to holistic**

Opportunities

- Alternative forms of Transportation
- Public/Private Partnerships

- commercial services
- social services
- faith based
- medical services
- Cost Sharing
- Reestablish Transit Authority
- Ins. Provided by League of Municipalities
- School Buses and Drivers
- Legislative Advocate
- Embrace Current Federal Legislation within State (sharing equipment)
- Create avenues for public input
- Diversion of Taxes (alt funding sources)
- Capitalize on Volunteers
 - unified applications/certification
- **Improve Communications**
- **Development of ongoing forum to review transportation issues**

Threats

- Cost of privatized transportation for seniors to Municipality budgets/ Local match
- Lack of access to commercial services
- Too much financial attention from ALDOT given to roads & bridges
- Cost Sharing
- Lack of Transit Authority
- Legislative Advocate
- Regulatory Barriers
- Lack of Local public input on transportation issues – **to include end users**
- **The economy**
- **Lack of fully understanding the needs or issues**
- **Different groups, governments, non-profits, and for-profits are not at the table**
- **Poor Communications**
- **Lack of State or local coordination**
- **Local organizations working against each other**

Note: Items Bold and italicized were added as a part of the 2008 Up-date.

Goals and Objectives

1. **Goal:** Enhance transportation access through future coordination opportunities between public/private partnerships and municipalities

Objectives:

- Identify avenues for public/private partnerships
- Examine alternative forms of transportation

Strategies:

- utilization of school buses
- coordination with churches and existing transit providers
- Examine possibility of developing a transit authority
- Utilize incentives as attraction to providing transit services

Strategy:

- Provide incentives to private organization offering transit services

- ***Improve Communications between organizations and State***

Strategies:

- ***Creation of quarterly meetings to review issues, programs and projects***
- ***Working with various local organizations (RPO, MPO, CARPDC, HDR and CAAC) to bring transportation issues (special populations, mass transit and Elderly) forward***

2. **Goal:** Develop Cost Sharing measures to minimize duplication of services while maximizing current available assets.

Objectives:

- Identify avenues for public/private partnerships

Strategy:

- ***Identification of all Transportation Providers – Data Base***
- ***Identification of commercial and industrial corridors and organizations (i.e. Apartment Owners Association)***
- ***Development of workshops and other forms of communication to address transportation needs, issue and potential tax savings***

- Examine opportunity of utilizing volunteers in transportation efforts

Strategies:

- Develop universal volunteer credentials
- Assess potential of insurance assistance from League of Municipalities
- Tap into existing transportation networks to fill rural/elderly transit gap
- Develop a regional transportation plan

Strategy:

- ***Working with the Human Service Organizations, the MPO and RPO to develop a Regional Human Services ACTION Plan***

3. **Goal:** Increase public input into transportation plans

Objectives:

- Create a transportation service task force
- Develop/ circulate survey materials to further examine the transit gap
- Develop regional transportation plan
- Develop regional transportation authority
- Hold public hearings
- Develop Cost Sharing strategies to minimize duplication of services while maximizing current available assets

4. **Goal:** Increase governmental input into transportation plans

Objectives:

- Create a transportation service task force
- Develop/ circulate survey materials to further examine the transit gap
- Develop regional transportation plan
- Develop regional transportation authority
- Develop cost sharing measures to minimize duplication of services while maximizing current available assets

5. **Goal:** Identify funding for to support transit initiatives

Objective:

- Develop relationship with legislative advocate to identify transit funding.

Note: Items Bold and italicized were added as a part of the 2008 Up-date.

Stakeholders Meeting

Each stakeholders meeting was a region wide meeting, based largely on three amount of counties (3) in the region. Therefore the responses provided are region wide.

Making Things Happen by Working Together

Things Done Well

- Public Venues for communications
- Existing Organizational networks
- Cost Sharing Abilities
- Envision 20/20

Things that could be done better

- Intergovernmental communication
- Rural Transit Services
- Alternatives forms
- More Regional Coordination

Contributing factors

- Unwillingness to Coordinate with other Governments
- Lack of Funding
- Public and Private agencies

How It Can Be Accomplished

- Cost Sharing between Municipalities and County Governments
- Private and public agencies

Responsible Parties

- Municipalities and County Governments
- CARPDC
- Private and public agencies

Timeframe

Short Term

Taking Stock of Community Needs and Moving Forward

Things Done Well

- Existing Transit Services
- Existing Organizational Networks
- Volunteers Organization

Things that could be Done Better

- Access to Social Services
- Lack of Medical Transport
- Need for more Transit Services
- Cost Efficient

Contributing Factors

- Increasing Senior Population
- Funding
- Regulatory Barriers

How can it be Accomplished

- Future Partnerships
- Increased Public Input

Responsible Parties

- Service Providers
- Public
- Municipalities

Timeframe

Short Term

Putting Customers First

Things Done Well

- Cost of Transit Services
- Handicapped and Disabled Equipped Services
- Para Transit Coverage

Things that could be done better

- Increased coverage to rural areas
- Expanding Service Areas
- Public relations (educate public)

Contributing Factors

- Cost of expanding service areas
- Ridership concerns

Responsible Parties

- Transit providers
- Public
- Service providers

Timeframe

Long Term

Adapting Funding for Great Mobility

Things Done Well

- Cost Sharing Abilities
- Non-Profit Organizations Abilities

Things that could be better

- Ability of Local Governments to provide/purchase service
- Cost Sharing
- Increased Funding

Contributing Factors

- Lack of Funding
- Lack of Regional Transit Authority
- Lack of Resources

How it can be accomplished

- Increased Coordination
- Increased funding/ resources

Responsible Parties

- Municipalities
- Transit Providers

Timeframe
Long Term

Moving People Efficiently

Things Done Well

- Service Providers
- Lack of Duplication

Things that could be done better

- Increased Service Areas
- Increased Service Hours
- Increased need by dependent population

Contributing Factors

- Funding

How it can be accomplished

- Alternative avenues for transportation
- Increased funding

Responsible Parties

- Transit providers
- Legislative advocate
- Public and private agencies

Timeframe

Long Range

County Summaries

County Summaries

Autauga County

Section 5307 (Urban Area) Provider

There are currently no providers in Autauga County that receive Section 5307 funding.

Section 5310 (Elderly and Disabled) Provider

The Autauga County Aging Program is the elderly and disabled provider for Autauga County. Services for the Aging program are provided by the Autauga County Rural Transit through contract. This service includes serving five senior centers. Fiscal year 2006 the Autauga county aging program registered 75 person served with 11, 074 trips recorded.

Section 5311 (Non-urbanized Area) Provider

Autauga County Rural Transit (ACRT) is the designated 5307 provider for the Autauga County. This agency is headquartered in Prattville, AL.

ACRT operates Monday through Friday from 7 am to 5 pm with no service on the weekends. The ACRT fleet is comprised of 12 vans which some are wheel chair lift equipped. The service is a demand response with request required to be 24 hours in advance.

Section 5316 (Job Access and Reverse Commute) Provider

There are currently no providers in Autauga County that receive Section 5316 funding.

Non-Profit Providers

Autauga/Western Elmore ARC located in Prattville, AL provides services for persons in need of transit services. The service is demand response and serves all of Autauga and the Western portion of Elmore County.

Private Providers

Sayer Delivery Service is a delivery/taxi service that operates out of Prattville, AL. This is a demand response service.

Transit Purchasing Agencies

The Alabama Medicaid Agency serves all of Alabama. The agency offers non-emergency transit service to full-covered Medicaid beneficiaries for Medicaid covered medical appointments. The agency provides vouchers to its clients to purchase transit service. The vouchers can be used for reimbursement for private vehicle use. Most of the vouchers in Alabama are issued for this type of reimbursement. The agency requires that public transit services be used instead of for-profit companies if the service meets the needs of its clients. The bulk of the trips are associated with recurring medical needs such as dialysis and chemotherapy.

Elmore County

Section 5307 (Urban Area) Provider

There are currently no providers in Elmore County that receive Section 5307 funding.

Section 5310 (Elderly and Disabled) Provider

Elmore County Community Action is the elderly and disabled provider for Elmore County. Elmore has 3 vans and in fiscal year 2006 registered 139 persons served with 9,357 trips registered.

Section 5311 (Non-urbanized Area) Provider

There are currently no providers in Elmore County that receive Section 5311 funding.

Section 5316 (Job Access and Reverse Commute) Provider

There are currently no providers in Elmore County that receive Section 5316 funding.

Non-Profit Providers

The ARC of Eastern Elmore and the Autauga/Western Elmore ARC are non-profit transit providers in Elmore County.

Autauga/Western Elmore ARC located in Prattville, AL while the The ARC of Eastern Elmore County is located in Wetumpka, AL. Both provide services for persons in need of transit services. The service is demand response and serves all of Autauga and Elmore County.

Private Providers

There are currently no private providers in Elmore County.

Transit Purchasing Agencies

The Alabama Medicaid Agency serves all of Alabama. The agency offers non-emergency transit service to full-covered Medicaid beneficiaries for Medicaid covered medical appointments. The agency provides vouchers to its clients to purchase transit service. The vouchers can be used for reimbursement for private vehicle use. Most of the vouchers in Alabama are issued for this type of reimbursement. The agency requires that public transit services be used instead of for-profit companies if the service meets the needs of its clients. The bulk of the trips are associated with recurring medical needs such as dialysis and chemotherapy.

Montgomery County

Section 5307 (Urban Area) Provider

Montgomery Area Transit (MATS) is the designated 5307 provider for the City of Montgomery.

MATS operate on Monday through Friday from 4:40 am to 7:30 pm and on Saturday from 7am until 6:15 pm on both a fixed route and Demand response schedule.

The MATS Fleet is comprised of 18 buses, 4 trolleys, 20 vans and one 1950's replica bus. 25 vehicles are lift equipped and 18 are ramp equipped for handicapped accessibility.

Montgomery Area Transit has completed fiscal year 2006 with 907,999 passenger trips. The 247% increase from 2000 – 2006 is attributable to a number of factors. The new fleet, benches and shelters, extra amenities, bus stop signs and the addition of fixed route service all played a key role in the increase of ridership. More service changes are expected to help improve the system for Montgomery.

The Montgomery Area Para transit program is for people age six (6) and older who are unable to use Montgomery Area Transit fixed route service. MAP is a transportation service provided to those who cannot, for physical or cognitive reasons, ride the City Bus system.

Section 5310 (Elderly and Disabled) Provider

Montgomery Area Council on Aging is the elderly and disabled provider for the city of Montgomery.

MACOA has one van and a sub contract with Yellow Cab to provide service to four senior centers with additional demand response services included. In Fiscal Year 2006 the MACOA registered 545 persons served with 31,984 trips recorded. Operating on Monday, Wednesday and Friday from 8:30 to 1:00 pm. Service is demand response.

The Montgomery Area Para transit program is for people age six (6) and older who are unable to use Montgomery Area Transit fixed route service. MAP is a transportation service provided to those who cannot, for physical or cognitive reasons, ride the City Bus system.

Section 5311 (Non-urbanized Area) Provider

Rural Montgomery has two vans that provide service for senior centers in the rural areas of the city.

Section 5316 (Job Access and Reverse Commute) Provider

There are currently no providers in Montgomery County that receive Section 5316 funding.

Non-Profit Providers

The Montgomery ARC is located in Montgomery, AL. They provide services for persons in need of transit services. The service is demand response and provides service to Montgomery County.

Private Providers

DuBose Express Transportation services are a private transportation provider that provides service to Montgomery County. They provide transportation to wheelchair and handicapped persons. They operate 24 hours a day on a demand response schedule. Their fleet consists of 10 vans which are ramps and lift equipped.

Fresh Air Accessible Transportation is a private transportation provider operating in Montgomery County. The company operates statewide, year round, 24 hours a day. The company provides non-emergency, demand response transit service and offers wheelchair service. The company has contracts with United Health Care, VIVA Health Care, and Health Springs. The contracts do not prevent the company from serving other transit clients.

Transit Purchasing Agencies

The Alabama Medicaid Agency serves all of Alabama. The agency offers non-emergency transit service to full-covered Medicaid beneficiaries for Medicaid covered medical appointments. The agency provides vouchers to its clients to purchase transit service. The vouchers can be used for reimbursement for private vehicle use. Most of the vouchers in Alabama are issued for this type of reimbursement. The agency requires that public transit services be used instead of for-profit companies if the service meets the needs of its clients. The bulk of the trips are associated with recurring medical needs such as dialysis and chemotherapy.

The Alabama Department of Rehabilitation Services (ADRS) purchases transit service in Montgomery County. The ADRS office is in Montgomery and its coverage area includes all of the central Alabama counties.

Conclusions and Recommendations

There are three pertinent issues that have arisen out of this process and the stakeholders meeting. While there are other issues to consider within this process the issues presented here are considered to be the most important to the stakeholders and those necessary to be resolved expeditiously. The findings of this document are specific to the Central Alabama Regional Planning and Development Commission.

Issue#1: Lack of Coordination. This is the lack of the ability by all stakeholders to be able to come together on one common issue for a common solution. The problem in getting this issue resolved is a lack of trust and “turf” protection between the parties involved. Program requirements also hinder attempts of organizations to coordinate inherently due to differences in rules and regulations which prevent meshing between organizations that are ready and willing to coordinate services. Not all the stakeholders (municipalities, profit/nonprofit and public/private agencies) that were willing to participate in the process and are perceived by the attendees as hindering future opportunities from coming to the region.

Strategy to resolve Issue #1: In order to resolve the issue of lack of coordination it is important to first determine the underlying factors leading to this issue. The lack of coordination is caused by a lack of trust and “turf” protection therefore the trust between all organizations must be rebuilt through addressing issues between organizations and settling problems. Because coordination requires participation from all parties involved it is important for all parties to understand their role in the process. While each process will require more of some parties than others it is important to make each participant understand that this is a common vision moving toward a common goal.

Issue #2: Lack of Funding. Funding is one of the greatest barriers to the provision of transportation services of any type within the state. The total lack of state funding combined with the difficulty of raising sufficient local match funds limits virtually any initiative to either expand or offer additional service. While some federal funds may become available it is difficult for local agencies to access it because of a lack of a local match. There is also an unwillingness of local governments to become involved due to their limited funds.

Strategy to resolve Issue #2: The resolution of this issue can be solved by the resolution of issue #1. When the level of coordination between organizations is strong enough to share funds for a common cause then the issue of a lack of funds is one that can be resolved. Displaying the concerns of the region to the legislature is potential resolution. This can be achieved through finding a

legislative advocate to represent the concerns of the group. The invention of a transit authority is another avenue for potential funding in the region.

Issue #3: Regulatory Barriers Regulatory barriers are those rules that intend for a set amount of funding to be given in a specific manner to a specific type of organization for a specific purpose. This issue runs parallel with issues #1 and #2 lack of coordination and funding. Lack of coordination because regulatory barriers prevent willing participants from coming together based principally on rules. Lack of funding, because the funds that an organization receives may only pay for so much of the problem. For example, funding may be able to pay for a bus for transportation but not for regular maintenance, a driver and salary, insurance and etc. This makes the entire process of applying for the funds futile because the use of the funds becomes a non-productive cycle. For example, rules state that school buses must transport school children to and from school, but the hours in between these “school” buses could be transporting elderly, handicapped or poor persons to and from various locations. This could be said for other programs as well.

Strategy to resolve issue #3: Issue #3 can be resolved by determining what organizations can do to either obtain an increase in funding or the potential of partner organizations to coordinate with for expenses. Also, other avenues of transportation must be explored to determine if an alternative can be discovered if the coordination and/or funding avenues cannot be pursued.

The success of this plan is dependent on the involvement of the stakeholders and the information they provide on the regional assets and what the region lacks. The consensus of the stakeholders involved is one of great anticipation towards the future development of this process after the plan is completed. Many persons stated that attempts have been made in the past but nothing solid has been able to be accomplished other than discussion. It is the intention of Central Alabama Regional Planning Development Commission to implement this document as a part of the Rural Planning Organization as a grounds for coordination with local governments and organizational groups.

Issue#4: Lack of Communications. Clear communication is the key for any successful activity, program or function involving one than one entity. This lack of communication is linked to Issue#1 and interferes with the ability of stakeholders to come together on one common issue for a common solution. The problem in getting this issue resolved, you first need to address reasons for the lack of interaction between organizations in their normal daily operations. In addition the various parent organizations or funders or not always communicating the same message. Most of the human service organizations within the region know of the existence of each other and that is as far as their knowledge goes. The first issue for clear communication is for the various agencies to get to know each other, their programs and their client base.

As indicated above, program requirements also hinder attempts of organizations to coordinate inherently due to differences in rules and regulations which prevent meshing between organizations that are ready and willing to coordinate services. Not all the stakeholders (municipalities, profit/nonprofit and public/private agencies) that were willing to participate in the process and are perceived by the attendees as hindering future opportunities from coming to the region.

Strategy to resolve Issue #4: In order to resolve the issue of lack of communication it is important to first determine the underlying factors leading to this issue. The lack of communication is similar to coordination is caused by a lack of trust and “turf” protection therefore the trust between all organizations must be rebuilt through addressing issues between organizations and settling problems. The course of action determined to address this issue are quarterly round table meetings to review each other’s programs; review Federal requirements for Sections 5310, 5311, and 5317; and exam common courses of actions that can explored.

Communication requires the open participation from all parties involved it is important for all parties to understand their role in the process. While each process will require more of some parties than others it is important to make each participant understand that this is a common vision moving toward a common goal.

Appendix

Map Data

List of Maps

Regional Maps²

1. Total Population 5 Years and Up
2. Poverty Level Mapping
3. Percentage Unemployed of the Total Civilian in Labor Force
4. Total Population Disabled 5 Years and Up
5. JARC Eligibility by Median Household Income
6. Percentage Sensory Disabled – 5 Years and Up
7. Elderly Population – 65 Years and Up - # of Persons
8. Elderly Population – 65 Years and Up - % of all population
9. Percentage Go Outside Disabled – Other Mobility Disability - 5 years and Up from the Total Disabled

County Maps

Autauga

1. Base Map
2. Education
3. Quality of Life
4. Origins and Destinations
 - Rural Transportation
 - Community Facilities
 - Healthcare Facilities
 - Senior Centers
 - Social Services
 - Major Employers

Elmore

1. Base Map
2. Educational (Public and Private)
3. Quality of Life (Grocery Stores, Daycare Centers)
4. Social Services
5. Senior Centers
6. Major Employers and Healthcare Facilities
7. Community Facilities
8. Commercial Transportation

² Regional maps contain all three counties (Autauga, Elmore and Montgomery) and broken down into census tracts.

Montgomery

1. Base Map
2. Educational (Public and Private)
3. Quality of Life (Grocery Stores, Daycare Centers)
4. Social Services
5. Senior Centers
6. Major Employers
7. Community Facilities
8. Commercial Transportation
9. Healthcare Facilities
10. Montgomery Area Transit -5307 provider

Regional Maps

Autauga County

Elmore County

Montgomery County