

Delaware Statewide Action Plan to Coordinate Human Service Transportation

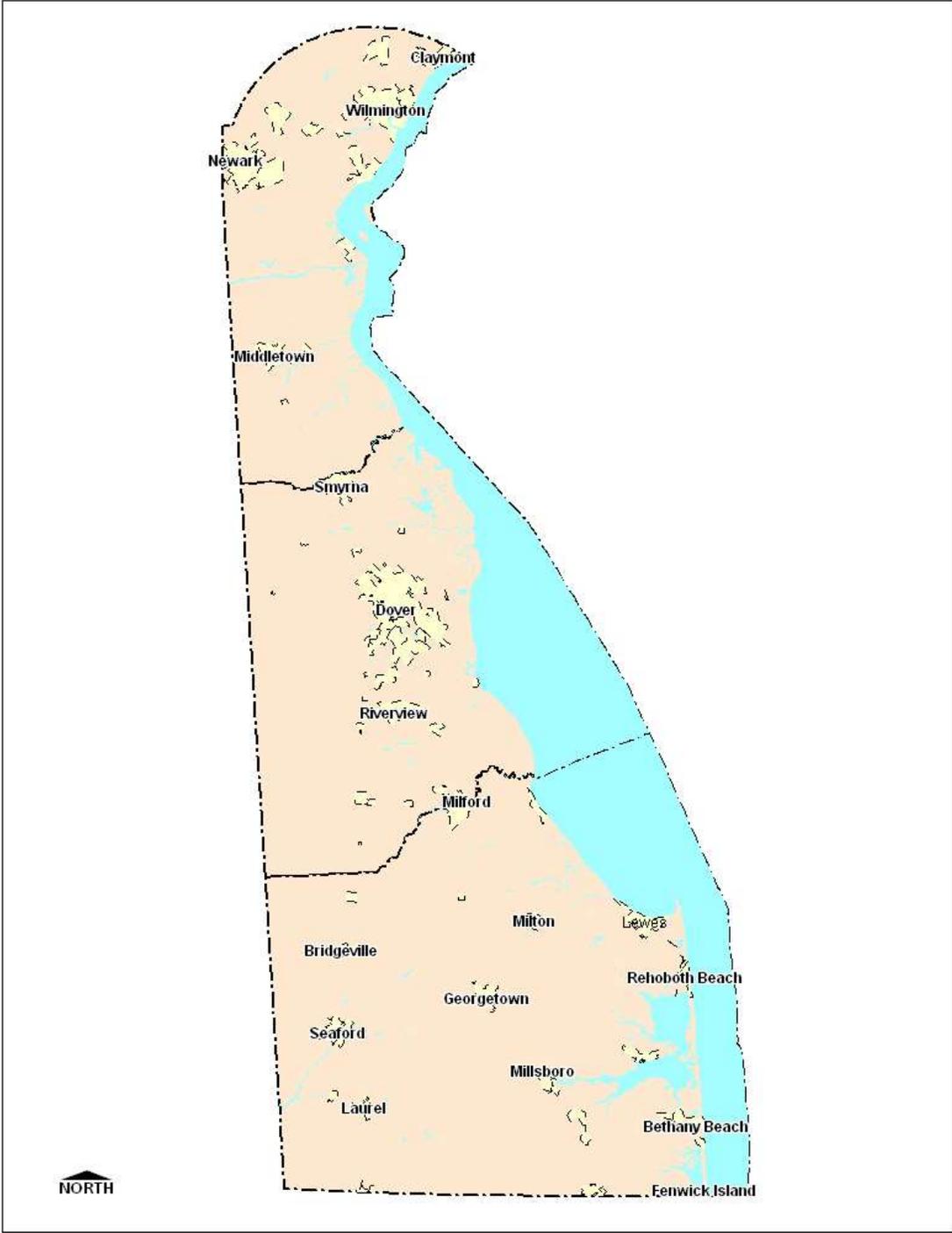


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Executive Summary

President George Bush released an Executive Order on Human Service Transportation Coordination in February 2004 to improve the human service transportation coordination of individuals with disabilities, older adults, and people with lower incomes. The Executive Order established the Interagency Transportation Coordinating Council on Access and Mobility (CCAM), representing 11 Federal departments. There are currently 62 Federal programs run by these Federal departments that provide some kind of transportation service for seniors, people with disabilities, or individuals with lower incomes (General Accounting Office, June 2003). These funds result in a myriad of services that are not coordinated or managed efficiently at the State and local level. As a result CCAM launched United We Ride (UWR), a national initiative to implement the requirement of the Executive Order.

In January 2005, the Delaware Transit Corporation (DTC) received funding for a UWR grant from the U.S. Department of Transportation, Federal Transit Administration (FTA), and partners at the Department of Health and Human Services (DHHS), Labor, and Education. The specific purpose of the grant is to conduct a statewide assessment - using the Framework for Action, a comprehensive evaluation and planning tool provided by the grant - to assist with the development of a Statewide Action Plan.

On August 10, 2005, President Bush signed into law the Safe, Accountable, Flexible, Efficient, Transportation Equity Act: A Legacy of Users, commonly referred to as SAFETEA-LU. SAFETEA-LU requires that communities develop a coordinated public transit – human services transportation plan (a coordinated plan) by fiscal year 2007. Starting in fiscal year 2006, projects funded through three programs included in SAFETEA-LU, namely, the Job Access and Reverse Commute Program (JARC, Section 5316), New Freedom (Section 5317), and the Elderly Individuals and Individuals with Disabilities (Section 5310) are required to have originated from a coordinated plan.

SAFETEA-LU's requirement of a coordinated plan and United We Ride's goals and objectives are in accord; to afford elderly citizens, persons with disabilities and /or low incomes greater access to transportation services, reduce duplication of services and gain greater efficiencies in the distribution of human transportation services. Encompassed in the coordinated plan must be an assessment of available services, an assessment of clearly defined needs and strategies to address deficiencies for target populations. All projects funded via the aforementioned programs must meet the needs identified in the coordinated plan.

Utilizing the Framework for Action, an assessment of Delaware's human service transportation system was conducted through several statewide working group meetings. The working group meetings culminated with a statewide conference to which the public, political representatives, state agency personnel, civic associations and other interested organizations will be in attendance. The meetings were held September 13th, 14th, 21st, and October 26, 2005 and February 14, 2006. The conference on the UWR Human Service Transportation Coordination Action Plan was held on March 29, 2006.

Several months after the conference, the momentum that led up to the conference dissipated. So, we took a step back to re-strategize. We realized mid-stream that trying to initiate such an effort from a statewide perspective was an enormous endeavor. As a result, the following steps were implemented.

- We refocused our attention on creating an Interagency Coordinating subcommittee in each county comprised of participating state agencies, 5310 recipients, public and private organizations.
- The Metropolitan Planning Organizations (MPO) in New Castle and Kent County began playing a greater role in facilitating the coordinated plan development process.
- The Delaware Department of Transportation (DelDOT) led the effort to develop the coordinated plan for Sussex County.

State Action Plan Goals and Objectives

Goal 1: Provide greater mobility options for disabled, senior and low income Delawareans:

- Improve distribution of 5310 resources
- Identify origin, destination and type of denied trips
- Seek other resources to sustain the coordinated plan
- Develop transportation options for seniors beyond fixed route transit, SCAT and paratransit
- Convene a service coordination mobility board
- Implement the position of “Mobility Manager”

Goal 2: Utilize transportation resources to maintain a good quality of life and independence for citizens in Delaware who are transportation disadvantaged

- Define and document and replacement policy for 5310 resources
- Provide person oriented transportation services – opposed to agency oriented transportation
- Investigate the feasibility of a shared maintenance and training program
- Continue to award new, expansion and replacement 5310 vehicles
- Determine if 5310 vehicle size meets trip demand
- Develop shared driver pool

Goal 3: Utilize technology to increase and enhance coordination to better service the transportation disadvantaged

- Develop real-time scheduling for better coordination
- Investigate additional technologies for future needs

Goal 4: Access to employment for low-income residents

- Continue and expand late night/weekend employer supported shuttle transportation
- Provide reverse commute fixed route transportation services

Strategies and Action Steps

Strategy	Action Step(s)	Interested Party and Contact Information
Eliminate existing barriers to coordination associated with mission statements and organizational policies	Develop a memorandum of understanding which includes acceptable minimum standards for human service transportation	Kent County MPO, Marcella Garyantes (DTC), Kent County State Management Plan Participants, Kent Interagency Transportation Enterprise (KITE)
Better utilization of capital transportation resources	DTC will investigate the feasibility of purchasing size appropriate vehicles	Marcella Garyantes (DTC), DTC Finance Department
	Develop vehicle replacement schedule	DTC Finance Department
	Replace older vehicles	DTC Finance Department
	Create public/private partnerships to finance the purchase of additional vehicles	Kent County MPO, DTC Finance Department
Hire a transportation coordinator	Research and define best practices of integrated technologies such as automatic vehicle location systems, advanced communication technology. Centralize multiple databases and develop real-time scheduling information.	Kent County MPO, Marcella Garyantes (DTC), Kent County State Management Plan Participants, Kent Interagency Transportation Enterprise (KITE)
	Develop agreements between participant organizations to delineate management roles and responsibilities and address issues associated with cost, eligibility, service standards and the sharing of information across programs and providers.	Kent County MPO, Marcella Garyantes (DTC), Kent County State Management Plan Participants, Kent Interagency Transportation Enterprise (KITE)

Strategy	Action Step(s)	Interested Party and Contact Information
Create incentives to get more participation in the plan implementation process	Increased scoring for participating in the plan implementation process	Marcella Garyantes (DTC), WILMAPCO, New Castle County State Management Plan participants
	Increase scoring for expansion and replacement vehicles	Marcella Garyantes (DTC), WILMAPCO, New Castle County State Management Plan participants
Solicit new 5310 recipient agencies in lower New Castle County through outreach and Marketing	Combine the efforts of DTC's Finance and Marketing Departments to create an outreach/marketing campaign to develop relationships with potential 5310 recipients in lower New Castle County	DTC Finance and Marketing Departments
Increase DART Travel Training via education and outreach to senior centers and to seniors	Combine the efforts of DTC's Customer Service and Marketing Departments to create an outreach/marketing campaign to develop on going Travel Training seminars at New Castle County senior centers	DTC Customer Service and Marketing Departments
Standardized and Centralized Driver Training Program	Develop a regional system that would standardize vehicle safety, driver training, driver licensing and other standards to afford transportation providers an opportunity to share the cost of centralize operator training.	Brian Squire (Easter Seals) Marcella Garyantes (DTC), WILMAPCO, New Castle County State Management Plan participants
Interchangeable Driver Pool	Investigate the feasibility of developing an interchangeable driver pool amongst 5310 recipients	Brian Squire (Easter Seals) Marcella Garyantes (DTC), WILMAPCO, New Castle County State Management Plan participants
	Identify training needs based upon the customers served by each organization	KITE, Kent County MPO, Brian Squire (Easter Seals)

Strategy	Action Step(s)	Interested Party and Contact Information
	Develop economies of scale for training drivers	KITE, Kent County MPO, Brian Squire (Easter Seals)
Seek other resources to sustain the coordinated plan	Investigate the feasibility of using Community Transportation funds for weekend and evening service	WILMAPCO, Kent County MPO, KITE, New Castle County Coordinated Plan Working Group, State Management Plan Participants
Convene a Service Coordination Mobility Board	Develop a dedicated process for transportation service review and advisory	DelDOT, and other providers of human services, and members of the public in Sussex County
Implement Mobility Manager Position	Create position within state government	DelDOT, and other providers of human services, and members of the public in Sussex County
	Hire a contractor or consultant to provide the Mobility Manager functions	DelDOT, and other providers of human services, and members of the public in Sussex County
	Select, through a competitive application process, an existing service provider or agency that provides services in Sussex County or statewide to perform most of the Mobility Manager's functions.	DelDOT, and other providers of human services, and members of the public in Sussex County
Coordinate 5310 recipient trips	Research and define best practices of integrated technologies such as automatic vehicle location systems, advanced communication technology. Centralize multiple databases and develop real-time scheduling information.	Brian Squire (Easter Seals) Marcella Garyantes (DTC), WILMAPCO, New Castle County State Management Plan participants
Reallocate vehicle usage hours	Seek funding to pay drivers beyond normal working hours.	Brian Squire (Easter Seals) Marcella Garyantes (DTC), WILMAPCO, New Castle County State Management Plan participants

Independent Transportation Network	Seek funding to implement pilot ITN program.	Marcella Garyantes (DTC), WILMAPCO, New Castle County State Management Plan participants
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Appendix

UNITED WE RIDE *Framework for Action* **BUILDING FULLY COORDINATED TRANSPORTATION SYSTEMS** ***A Self-Assessment Tool for States***

Background and Introduction

DART First State applied for and received funding for a United We Ride grant from the U.S. Department of Transportation, the Federal Transportation Authority (FTA), and partners at the Department of Health and Human Services (DHHS), Labor and Education, for the purpose of coordinating Human Services Transportation at the State and local levels. There are currently 62 Federal programs run by 8 different Federal departments that provide some kind of transportation service for seniors, people with disabilities, or individuals with lower incomes. These funds result in a myriad of services that are not coordinated or managed efficiently at the state and local level.

DART First State has begun the process of planning with an initial working group. In keeping with the United We Ride Process, a third meeting of the Working Group, convened by DART First State, was held on September 13 and 14 at the DART First State Administration Building (Maple Room) in Dover. The purpose of this meeting was to follow the FTA's Framework for Action process and assess the core elements of the State of Delaware's transportation system with regard for Human Services transportation coordination using the ***Self-Assessment Tool for States***. Goeins-Williams Associates (GWA), Inc., a Wilmington based consulting company, facilitated the process and compiled this report.

The workgroup was made up of agency representatives who participated in the two-day assessment process and their input is reflected in this Self-Assessment Tool. They are as follows:

1. Pat Weygandt, Division of Developmental Disabilities Services (DDDS)
2. Linda Lange, DDDS
3. Jeanne Lawson, DDDS
4. Bonnie Hitch, DART First State
5. Lloyd Schmitz, Elderly Disabled Transit Advisory Committee
6. C. Regina Byers, Elderly Disabled Transit Advisory Committee, Governor's Council on Aging and Adults with Physical Disabilities. State Council Person's with Disabilities
7. Tammy Ford, Transportation Management Association of Delaware
8. Joyce Pinkett, Department of Health and Social Services/DMMA
9. Ruth Campbell, Division of Social Services

10. Terry Barton, Office of Management & Budget, Fleet Services
11. Catherine Dennis, DTC
12. Ron Love, Department of Education
13. Ray Brouillotte, Easter Seals
14. Joseph Watson, DART First State

The Self-Assessment Tool contains 22 questions for six core elements of transportation as listed below:

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

The Self-Assessment tool utilized four (4) Progress Rating Measurements as described below:

- Needs to Begin (**NTB**)
- Needs Significant Action (**NSA**)
- Needs Some Action (**NSOA**)
- Done Well (**DW**)

This was not necessarily a “scientific” assessment, but a reflection of the perceptions of the status of programs from individual agency perspectives after some open discussion pursuant to choosing the Progress Rating they felt appropriate. At the end of the discussion, agency representatives noted their choices in their workbooks and later, on a chart by placing a dot on the progress rating that corresponded to their workbook choice for each assessment question.

In one or two instances, during the compilation of this report, we noted that there were one or two more dots than the total number of agencies represented, an anomaly that did not impact either the overall majority progress rating on any individual question, section or in the overall self-assessment results.

Additionally, it is clear that agency representatives assessed not only the individual assessment questions separately, but the *overall* evaluation for each section as well. In other words, the overall evaluation results for each section are not mathematically cumulative but a more esoteric reflection of the individual respondents overall “perception” of that section.

However, the “*Overall Self-Assessment Tool Results*” and the associated graph at the end of the report is a mathematical summation of the responses to each individual question.

By way of a quick summary, “majority” responses in the Progress Ratings cited above, were received in the following areas as follows:

PROGRESS RATING- NEEDS TO BEGIN

- Section 1 Question 3: Does the interagency body have a clear mission and a plan for moving forward? Is the process informed and guided by stakeholder input?
- Section 1 Question 4: Does the Interagency body work with the various Federal agencies that fund transportation?
- Section 2 Question 6: Has the Interagency body identified transportation related programs, services and policies of each state agency and opportunities to coordinate service delivery?
- Section 3 Question 13: Are benefits of coordination being communicated to key stakeholders?
- Section 4 Question 14: Is there an effective mechanism for coordinating funding for cost effective service delivery?
- Section 5 Question 21: Is the billing and payment system designed so that a payment card can be used and trips allocated among various funding sources? Can all state funded transportation programs access the system?

PROGRESS RATING- NEEDS SIGNIFICANT ACTION

- Section 1 Question 1: Has the Governor and other state leadership made transportation coordination a priority issue?
- Section 1 Question 2: Is there a governing and management framework that facilitates interagency efforts to coordinate transportation?
- **Overall Evaluation of Section 1**
- Section 2 Question 7: Have the specific transportation needs of people served by local human services agencies been identified in communities across the state? Is there a strategy to address issues that emerge?
- Section 2 Question 8: Has the assessment process been used to develop a strategic plan and a set of actions to improve coordination statewide?
- **Overall Evaluation of Section 2**
- **Overall Evaluation of Section 3**
- Section 4 Question 15: Are local funding allocations based on demonstrated evidence of coordinated activities?
- **Overall Evaluation of Section 4**
- Section 5 Question 19: Has the state developed protocols for data management across the state agencies to facilitate its use by local systems?
- **Overall Self-Assessment Tool Results**

PROGRESS RATING- NEEDS SOME ACTION

- Section 2 Question 9: Is the information gained through transportation services assessments sufficiently communicated?
- Section 3 Question 11: Are customer and agency ideas and concerns gathered for each step of the coordination process? Is customer satisfaction data collected?
- Section 3 Question 12: Are efforts being made to inform the transportation users about available programs and services?
- Section 4 Question 16: Are there consistent cost reporting procedures across programs and agencies? Are human service transportation expenditures isolated from other program expenditures and easily identified?
- Section 4 Question 17: Is there a method of defining allocated transportation costs across programs and agencies?
- Section 5 Question 18: Has the state assessed transportation technology needs in communities across the state? Does it encourage technology development at the local level?
- **Overall Evaluation of Section 5**
- Section 6 Question 22: Has the state taken actions to establish and support mobility management arrangements at the community level?
- **Overall Evaluation of Section 6**

PROGRESS RATING- DONE WELL

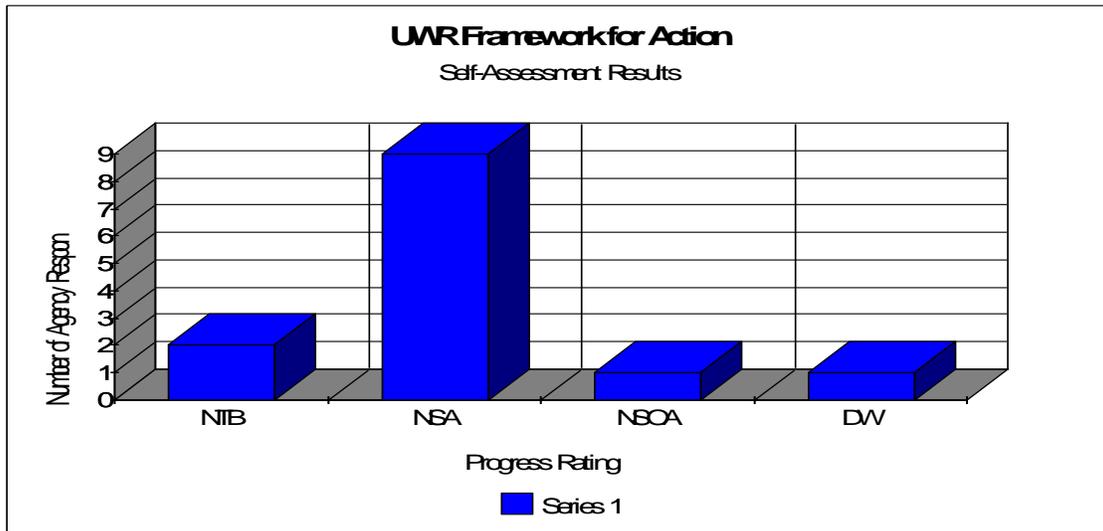
- Section 5 Question 20: Can local agencies verify transportation service eligibility for individual consumers in “real time”?

The following is the complete presentation of the Self-Assessment Tool results for each Core Element and the 22 questions. The graphs depicted in this report represent pictorial displays of responses to individual assessment questions, overall sections and the overall assessment.

SECTION 1- MAKING THINGS HAPPEN BY LEADERSHIP AND PARTNERSHIP

1. HAS THE GOVERNOR AND OTHER STATE LEADERSHIP MADE TRANSPORTATION COORDINATION A PRIORITY ISSUE?

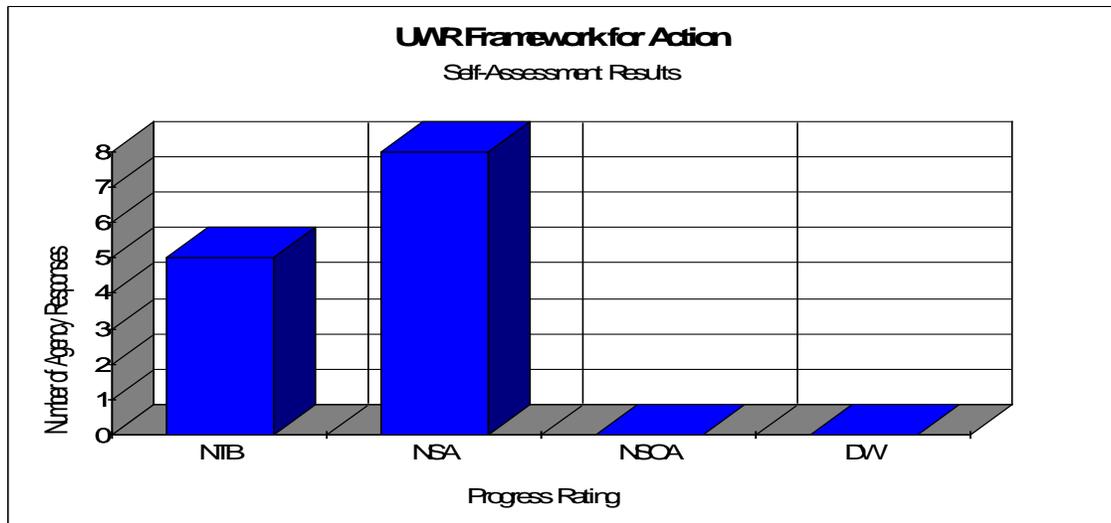
The discussion that preceded agency responses to this question centered on whether or not the Governor has actually made transportation a priority issue as measured by the progress on initiatives reflected in this assessment coupled with the availability of funding. The consensus appeared to be that there were no Governor initiated priorities that made transportation coordination a clear priority in the state. The actual agency assessment results in response to this question are reflected in the graph below.



2. IS THERE A GOVERNING AND MANAGEMENT FRAMEWORK THAT FACILITATES INTERAGENCY EFFORTS TO COORDINATE TRANSPORTATION?

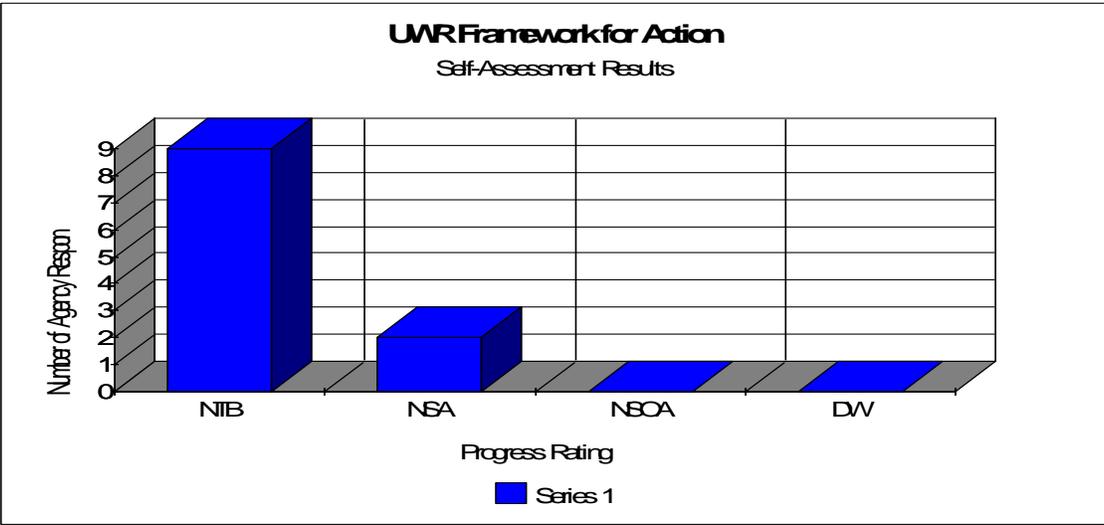
The agencies represented agreed that they were somewhat challenged by assessment questions that made reference to any “interagency” that coordinated transportation related issues. There appeared to be consensus among the agencies represented that an interagency coordinating entity did not exist in the State of Delaware when it came to transportation initiatives. So, this question was viewed and answered from the perspective of agencies within the transportation sector and their individual efforts to coordinate transportation. The agencies represented indicated that some coordination that was initiated by various entities such as the 5310 Program has died down or were not consistent. Most of the

agencies agreed that there is not a dedicated management framework or facilitator who has that as a job description. Many of the agencies represented do collect data as it applies to various metrics of transportation but do not share the information on a regular basis with other agencies. There is a tendency to share information in response to short term needs. Most agencies believe that the community is rarely directly involved in the planning process. Agency actual measured responses to this question are shown below:



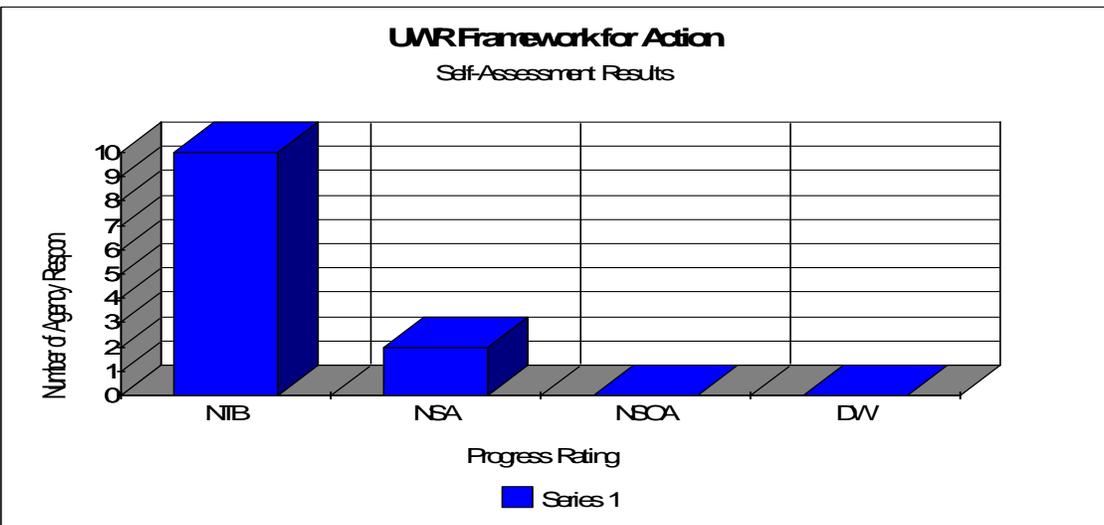
3. DOES THE INTERAGENCY BODY HAVE A CLEAR MISSION AND A PLAN FOR MOVING FORWARD? IS THE PROCESS INFORMED AND GUIDED BY STAKEHOLDER INPUT?

There is no interagency body coordinating transportation initiatives in the State of Delaware. As a result, a clearly articulated long-range mission is lacking. As one agency articulated, “there is no agency, no mission and no plan.” The agency responses to this question follow:



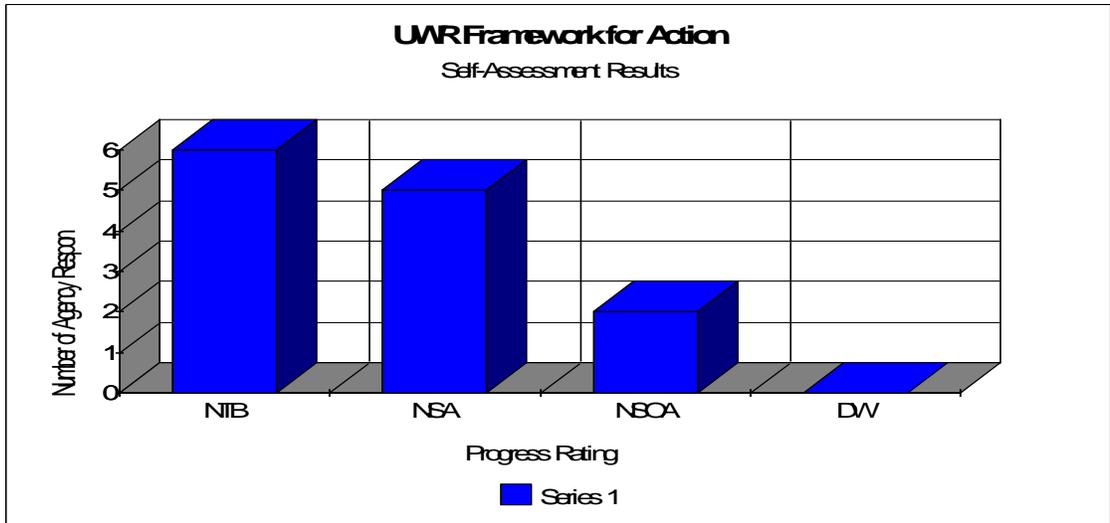
4. DOES THE INTERAGENCY BODY WORK WITH THE VARIOUS FEDERAL AGENCIES THAT FUND TRANSPORTATION?

Again, there is no interagency body in the State of Delaware or no notable comparable entity functioning in this mode. The chart below reflects that reality.



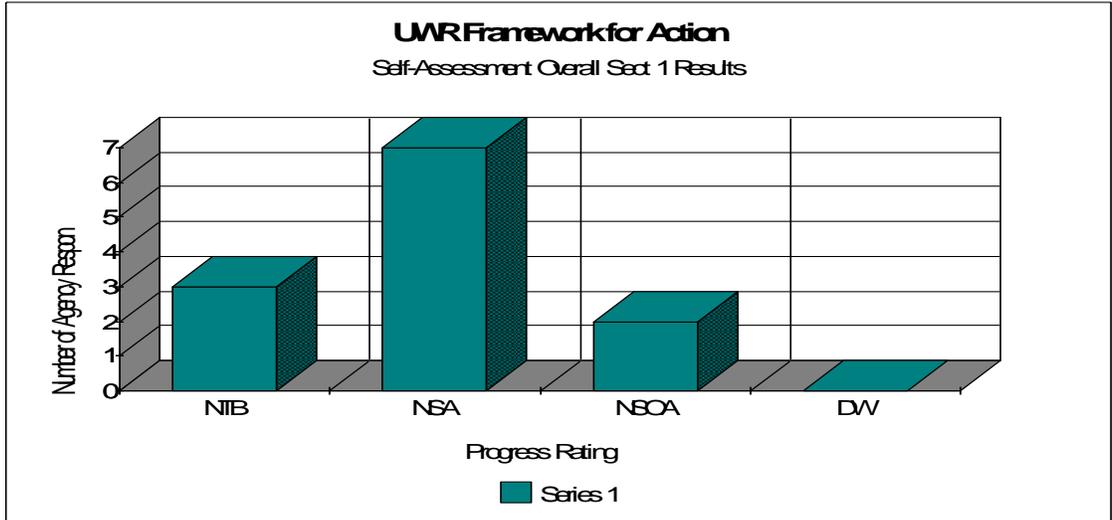
5. IS THERE POSITIVE MOMENTUM?

Individual agencies believed that there were different areas of momentum throughout the state. The majority of the agencies represented agreed that the State needed to begin acquiring momentum in this area and that there was significant action required.



OVERALL EVALUATION OF SECTION 1:

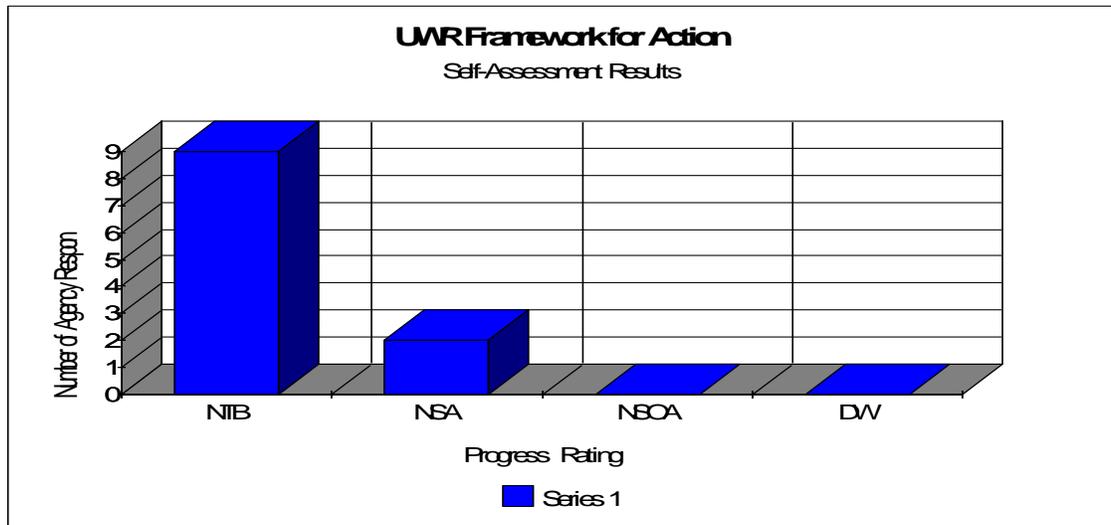
After reviewing each of the questions and assessing the State of Delaware programs, the agencies overall evaluation of how well the State is doing in the area of Making Things Happen by Leadership and Partnership is reflected in the chart below:



SECTION 2-TAKING STOCK OF STATE NEEDS AND MOVING FORWARD

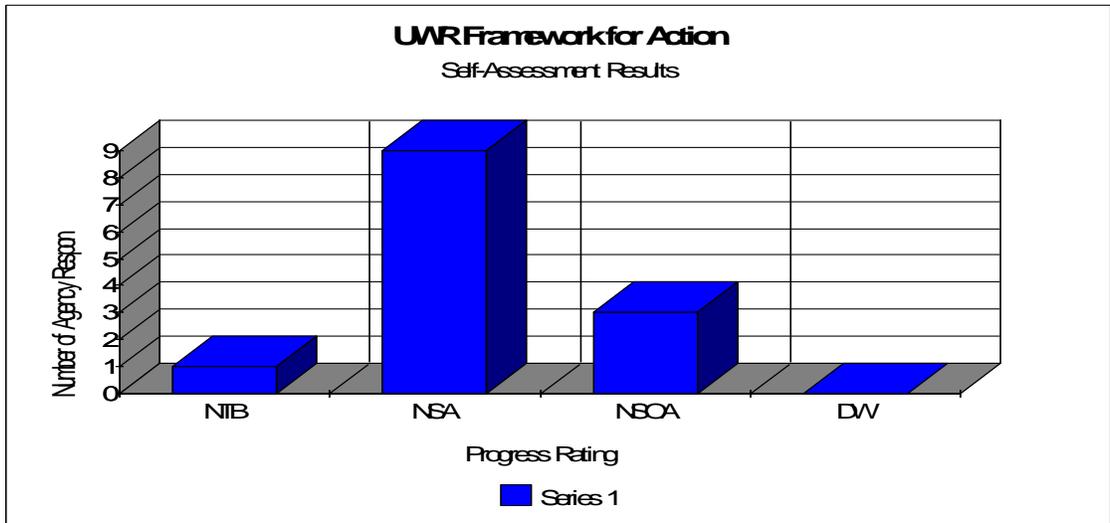
6. HAS THE INTERAGENCY BODY IDENTIFIED TRANSPORTATION RELATED PROGRAMS, SERVICES AND POLICIES OF EACH STATE AGENCY AND OPPORTUNITIES TO COORDINATE SERVICE DELIVERY?

There is no interagency body that has identified transportation related programs, services and policies of each state agency and opportunities to coordinate service delivery. All agencies represented agreed that an interagency body should be developed to begin to conduct these services and that significant action is required.



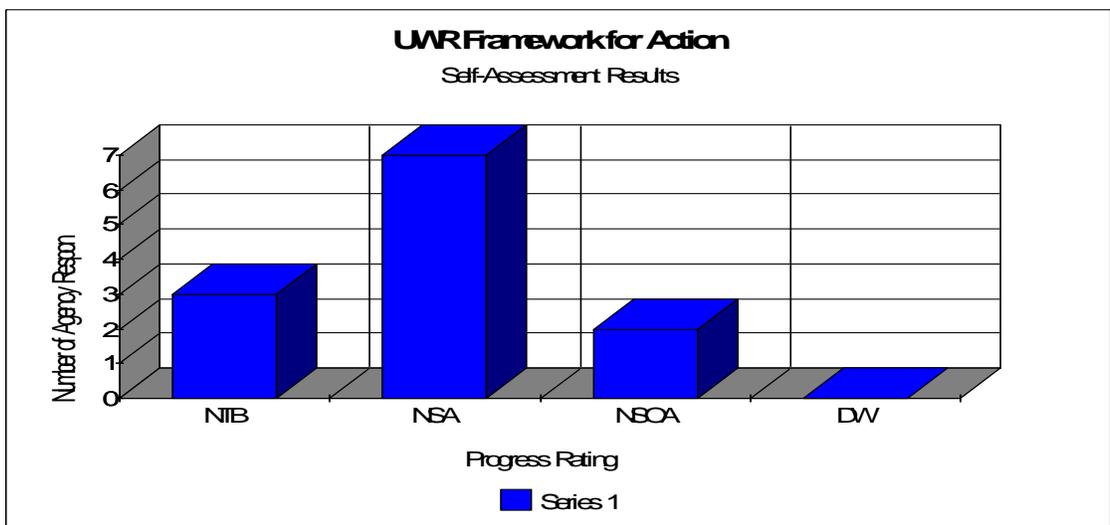
7. HAVE THE SPECIFIC TRANSPORTATION NEEDS OF PEOPLE SERVED BY LOCAL HUMAN AGENCIES BEEN IDENTIFIED IN COMMUNITIES ACROSS THE STATE? IS THERE A STRATEGY TO ADDRESS ISSUES THAT EMERGE?

In response to this question, agencies cited the “KFI” study. It was revealed that previously, assessments have been done that identified transportation related gaps and services in each County. Such assessments or any follow-thru actions were not conducted by any coordinating interagency body but were initiated by organizations such as DelDOT. Most of the agencies represented felt that progress in this area has been made but has been sporadic in terms of addressing identified needs. The majority of respondents agreed that there was either significant or some action required.



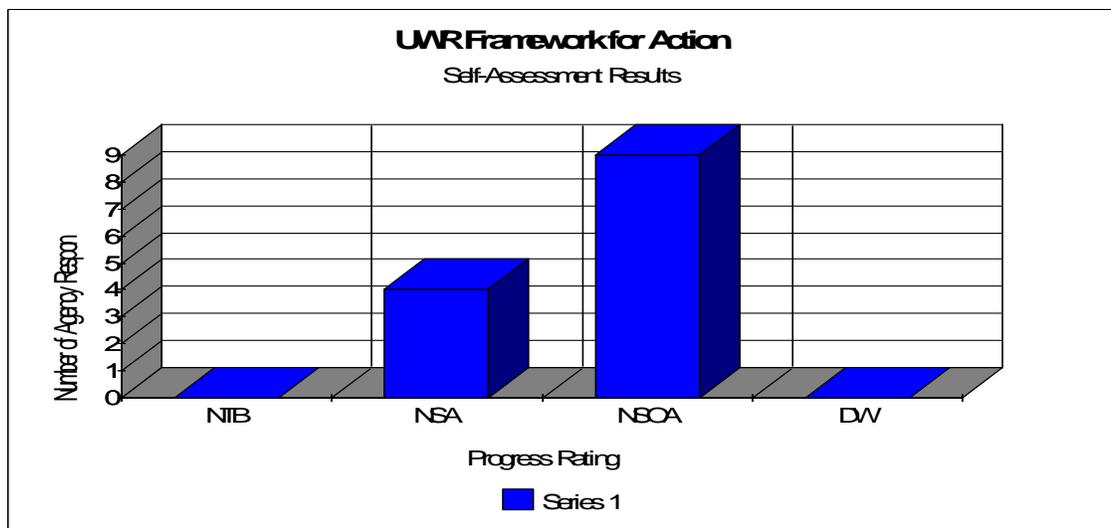
8. HAS THE ASSESSMENT PROCESS BEEN USED TO DEVELOP A STRATEGIC PLAN AND A SET OF ACTIONS TO IMPROVE COORDINATION STATEWIDE?

The agencies volunteered that some plans have been developed by DeIDOT but that they were not strategic. There have been some plans by Division of Social Services and the Governor’s agency for welfare to work etc. There have been some individual agency gap analyses done as well. As a result, the majority of the agencies indicated that there was significant action required in this area.



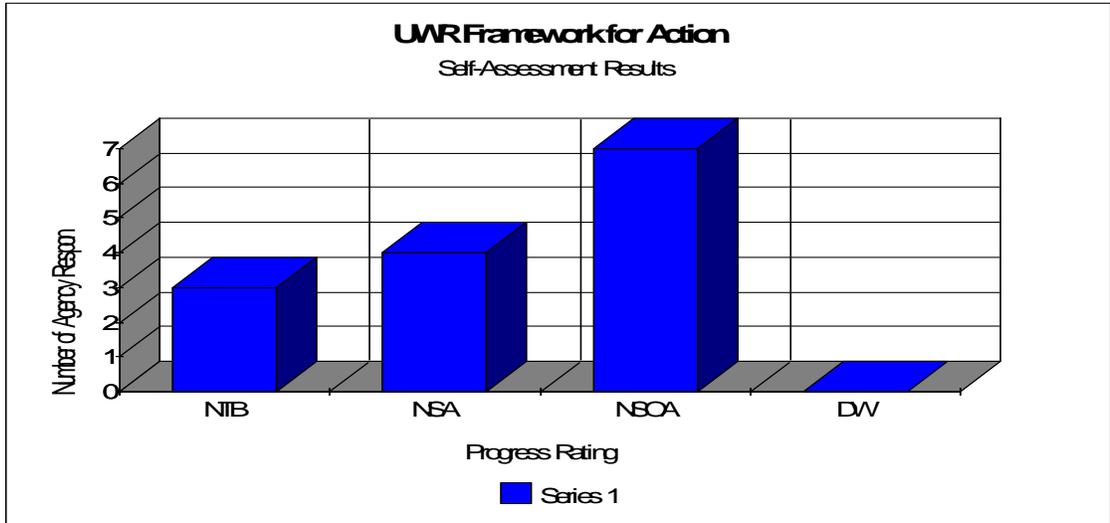
9. IS THE INFORMATION GAINED THROUGH TRANSPORTATION SERVICES ASSESSMENTS SUFFICIENTLY COMMUNICATED?

The agencies represented indicated that individual agencies have done a fairly decent job in this area; however, it has not been a coordinated effort by a coordinating agency charged with the responsibility. For example, DelDOT sponsors a number of community related activities, radio advertisements and related announcements have been done, job fairs, newsletters, group e-mails etc. Additionally, information gained through assessments often is reflected in some way during the budgeting process. However, there are no cross interagency communications, no true coordinated effort but in spite of that, generally, “the word is getting out.” As a result, the majority of the respondents believed that there was some action that was still required.



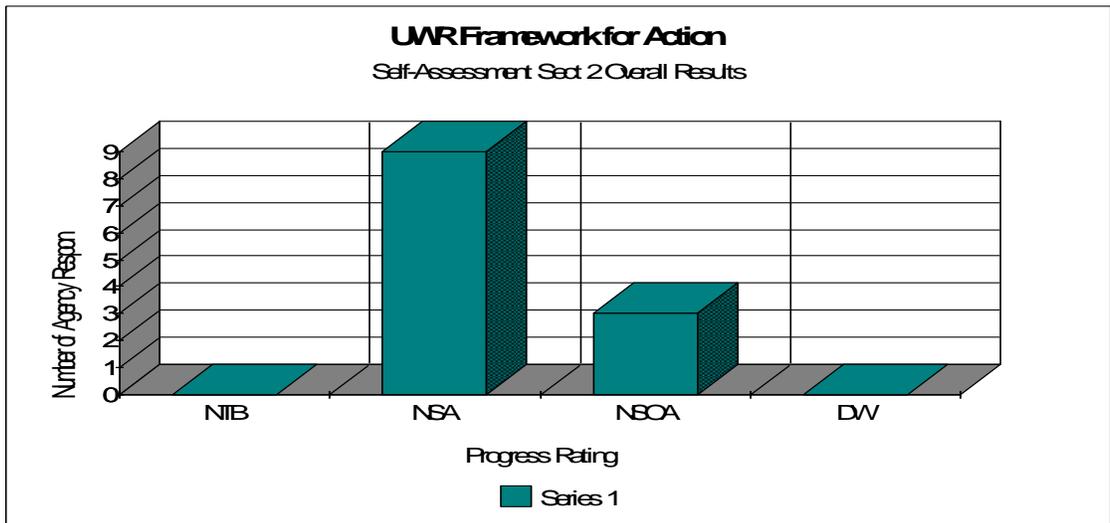
10. IS DATA BEING COLLECTED ON THE BENEFITS OF COORDINATION? IF SO, HAVE BENCHMARKS BEEN ESTABLISHED?

A number of the agencies represented indicated that data is being collected but is not being shared or coordinated by a designated coordinating entity. The data that is being collected is being collected by individual agencies and is shared and analyzed primarily within those agencies. This data is available but generally must be requested. The agencies represented revealed that they do not normally receive requests for their data. The majority of the respondents indicated that there was some or significant action required in this assessment area.



OVERALL EVALUATION OF SECTION 2:

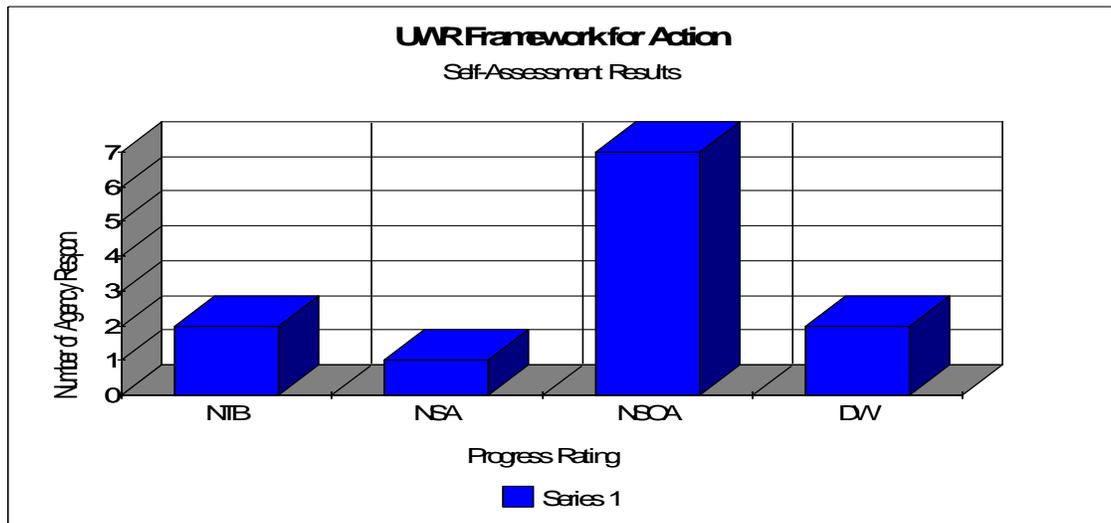
After reviewing each of the questions and assessing the State's progress, the overall evaluation of how well the State of Delaware is doing in the area of Taking Stock of State Needs and Moving Forward is delineated below:



SECTION 3- PUTTING CUSTOMERS FIRST

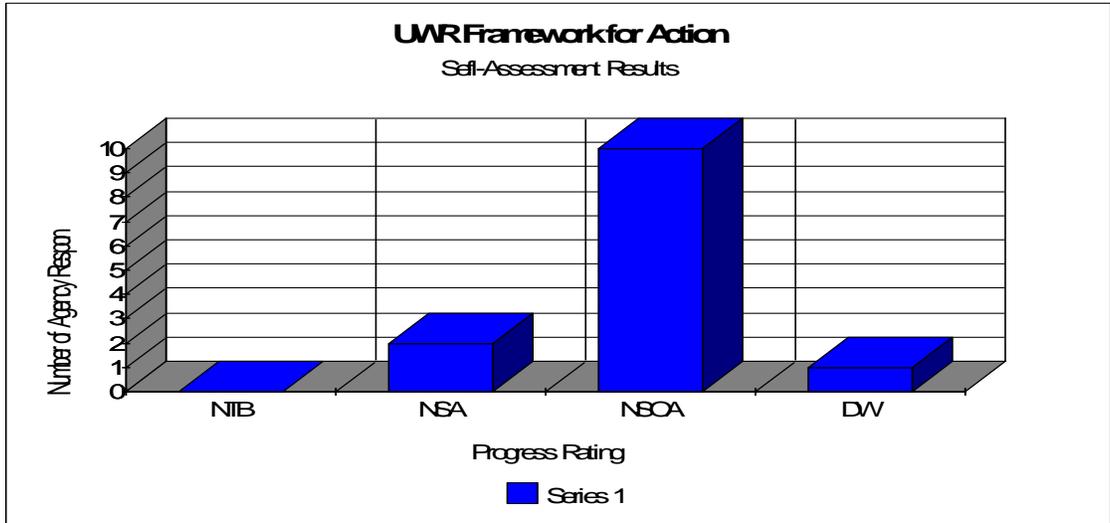
11. ARE CUSTOMER AND AGENCY IDEAS AND CONCERNS GATHERED FOR EACH STEP OF THE COORDINATION PROCESS? IS CUSTOMER SATISFACTION DATA COLLECTED?

DART First State and a couple of the other agencies represented stated that they felt they do excellent job in coordinating customer and agency ideas, as well as collection of customer satisfaction data, however there is no interagency body or coordinated process. Even though several agencies felt they did this particular activity well, they acknowledged the lack of a controlling agency and a coordinated process. As a result, the majority of the agencies believed that there was some action yet required in this area.



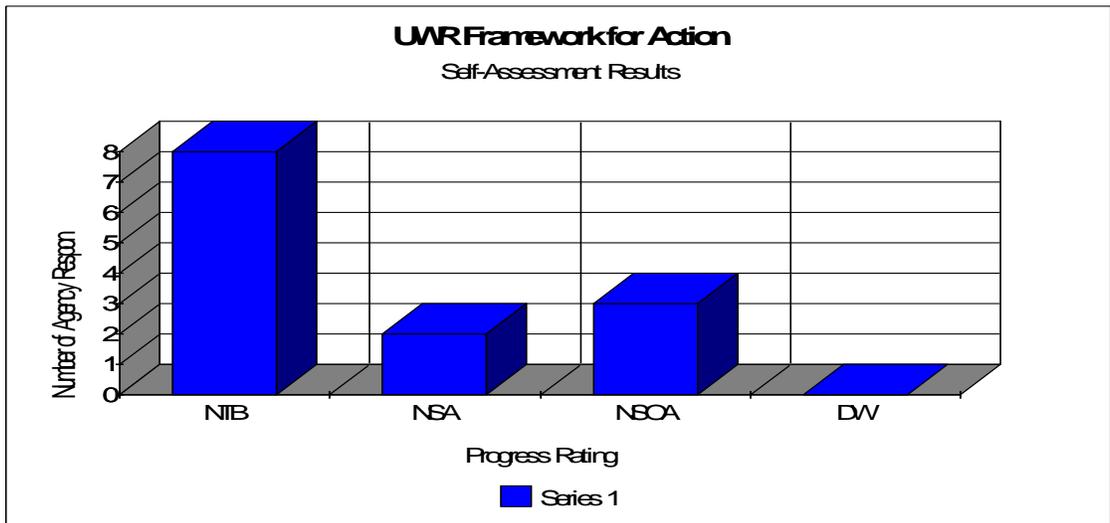
12. ARE EFFORTS BEING MADE TO INFORM THE TRANSPORTATION USERS ABOUT AVAILABLE PROGRAMS AND SERVICES?

Many of the agencies represented have websites and they link to other agency websites. One agency indicated that they established a website that enumerated all the transportation related services that were available. However, there appears to be no interagency website. One participant suggested that the "We Find Delaware" site might come closest to being an "interagency website." Even though a couple agencies felt this activity was being done well, the vast majority of the agencies determined that there was still some action required in this assessment area.



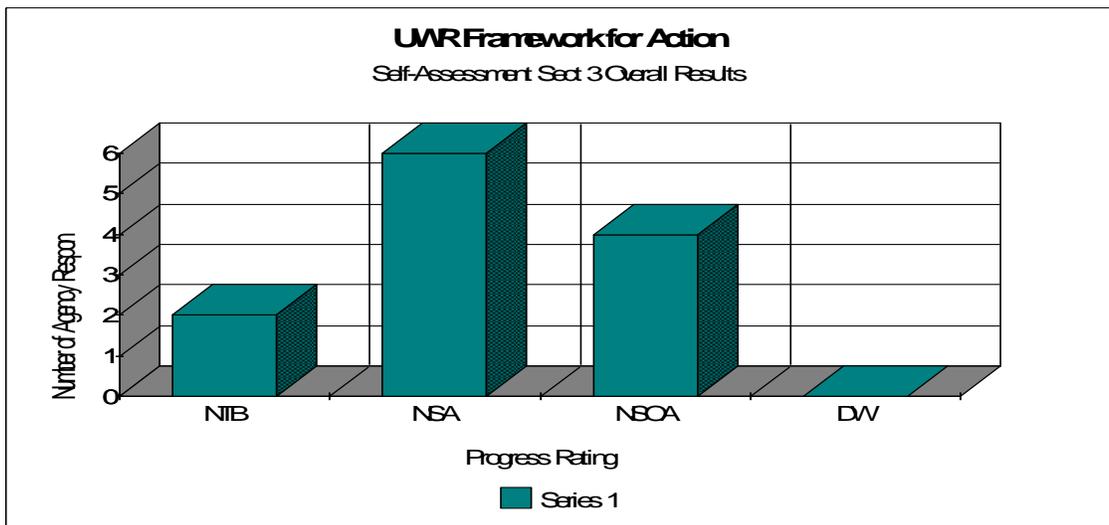
13. ARE BENEFITS OF COORDINATION BEING COMMUNICATED TO KEY STAKEHOLDERS?

One agency indicated that it communicates to key stakeholders to a small degree, but an overwhelming number of the represented agencies believed that the benefits of coordination are not currently being communicated to key stakeholders and that such communication needs to begin.



OVERALL EVALUATION OF SECTION 3:

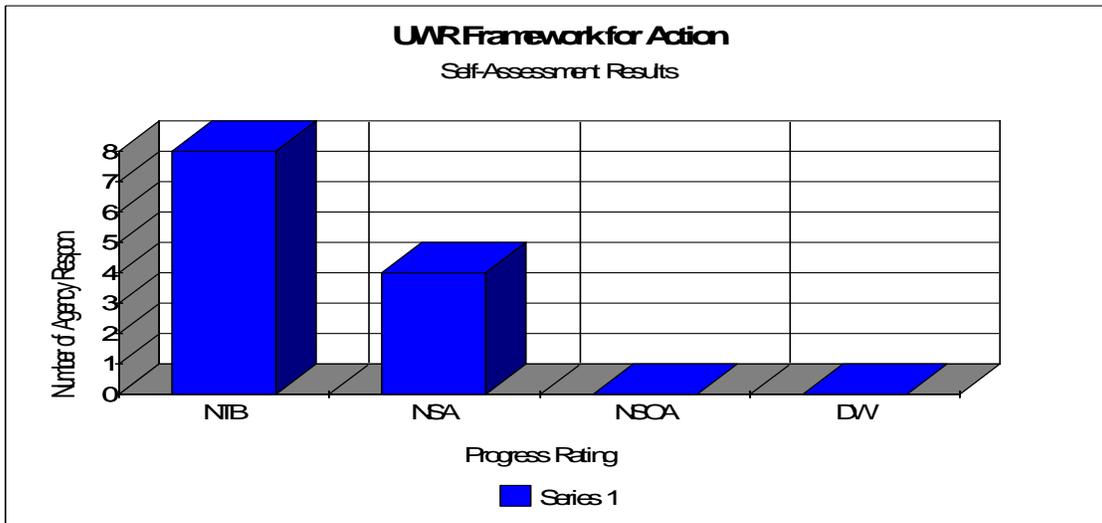
After reviewing each of the questions and assessing the State's progress, the overall evaluation of how well the State of Delaware is doing in the area of Putting Customers First is reflected in the graphic below. It is clear that the majority of the agencies, who participated in this assessment, believe that there is still significant action required in the area of Putting Customers First.



SECTION 4- ADAPTING FUNDING FOR GREATER MOBILITY

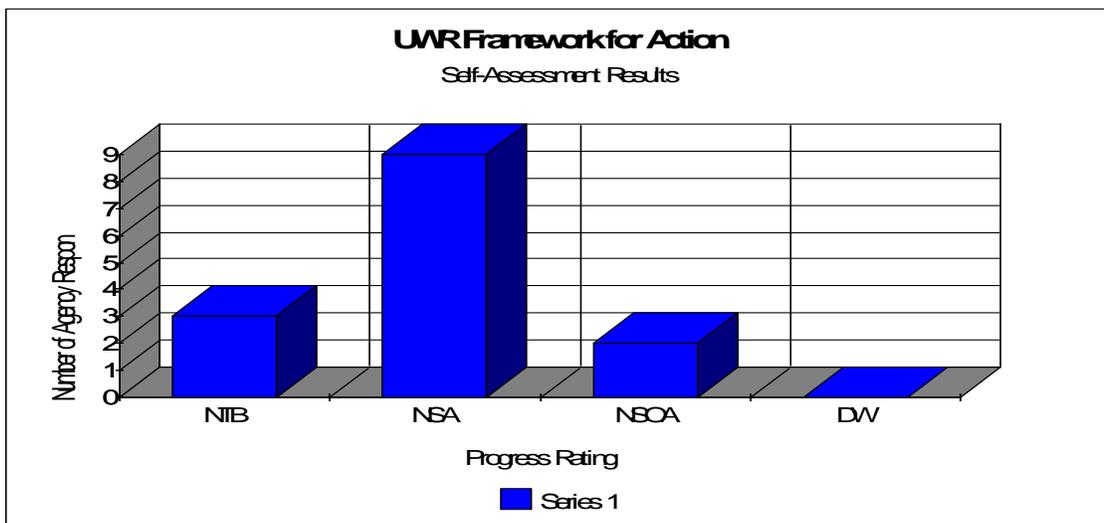
14. IS THERE A MECHANISM FOR COORDINATING FUNDING FOR COST EFFECTIVE SERVICE DELIVERY?

The agencies participating in the assessment suggested that Delaware and Virginia may be the only two states that do not have a mechanism for coordinating funding in the manner suggested in this question. A couple of agencies postulated that this methodology might not work in Delaware. Other agencies present felt that this approach should definitely be examined further. As reflected in the graph below, the majority of the agencies believed that such a mechanism needs to begin or required significant action.



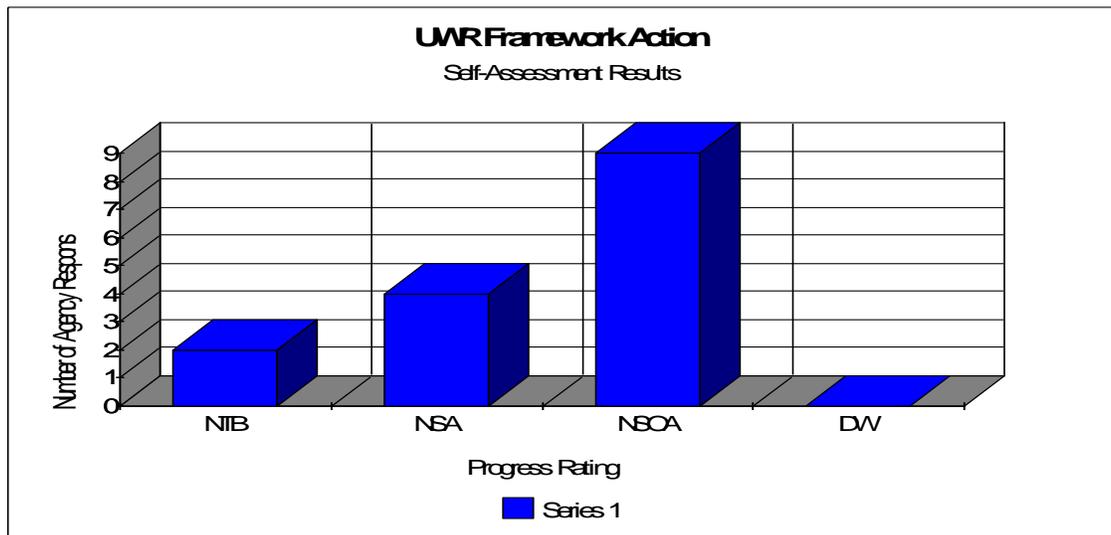
15. ARE LOCAL FUNDING ALLOCATIONS BASED ON DEMONSTRATED EVIDENCE OF COORDINATED ACTIVITIES?

In the State of Delaware, individual agencies may from time to time allocate funding. For example, Easter Seals has some coordination because of their transporting requirements with a number of different organizations. DMMA also has done some interdepartmental funding allocations in an attempt to maximize the benefit of some interrelated activities. There is a “Clearing House” through which all state grants must pass. But generally, there is a lack of coordination of all the activities and as a result, local funding allocations are not normally based upon that measure. The majority of the agencies indicated that there is a need for significant action in this assessment area.



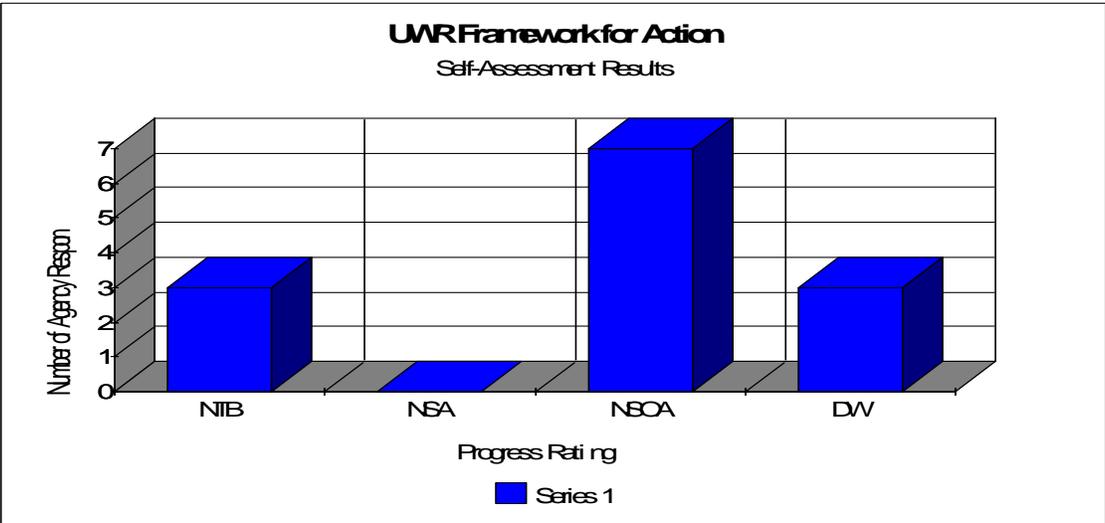
16. ARE THERE CONSISTENT COST REPORTING PROCEDURES ACROSS PROGRAMS AND AGENCIES? ARE HUMAN SERVICE TRANSPORTATION EXPENDITURES ISOLATED FROM OTHER PROGRAM EXPENDITURES AND EASILY IDENTIFIED?

Some agencies indicated that they have line items that are tracked for transportation. However, apart from some isolated instances during the budgeting process, budget information is not regularly shared from agency to agency so it is difficult to know whether or not there are any consistencies from one agency to the next. Fleet Services shared in detail the potential short and long-term impact of Hurricane Katrina on transportation and fuel costs. There appeared to be agreement among the agencies present during the assessment that a consistent cost reporting procedure across programs and agencies could realize some efficiency. Agency response to this question is reflected below.



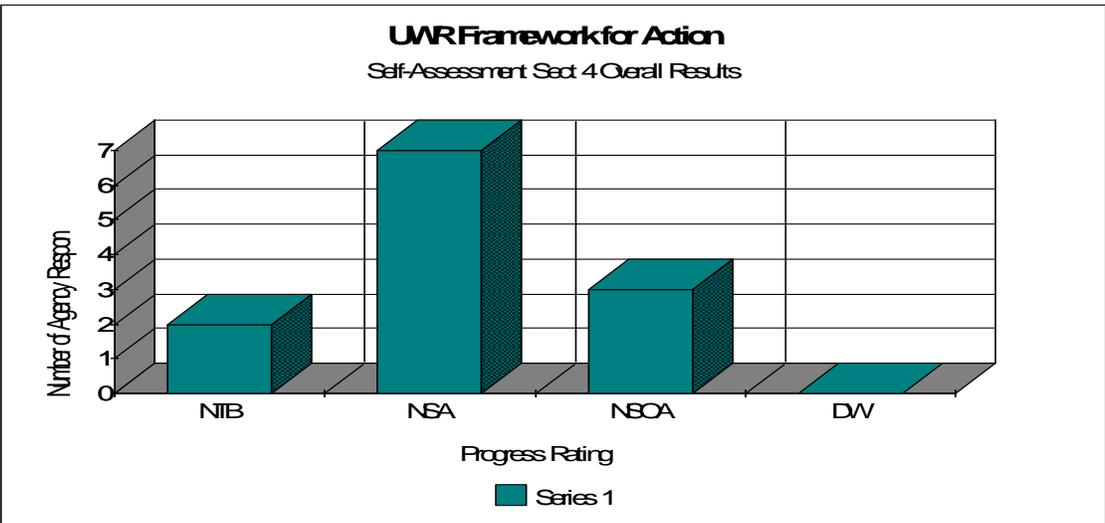
17. IS THERE A METHOD OF DEFINING ALLOCATED TRANSPORTATION COSTS ACROSS PROGRAMS AND AGENCIES?

During the discussion on this question, it was determined that DMMA and DART First State do have a method of defining allocated transportation costs across programs. Most agencies agreed that the State of Delaware has a good allocation process and that it did an adequate job of executing this function within their individual agencies. The preponderance of the agencies did indicate that there was some action that was required in this area, while several agencies felt they were performing this activity well.



OVERALL EVALUATION OF SECTION 4:

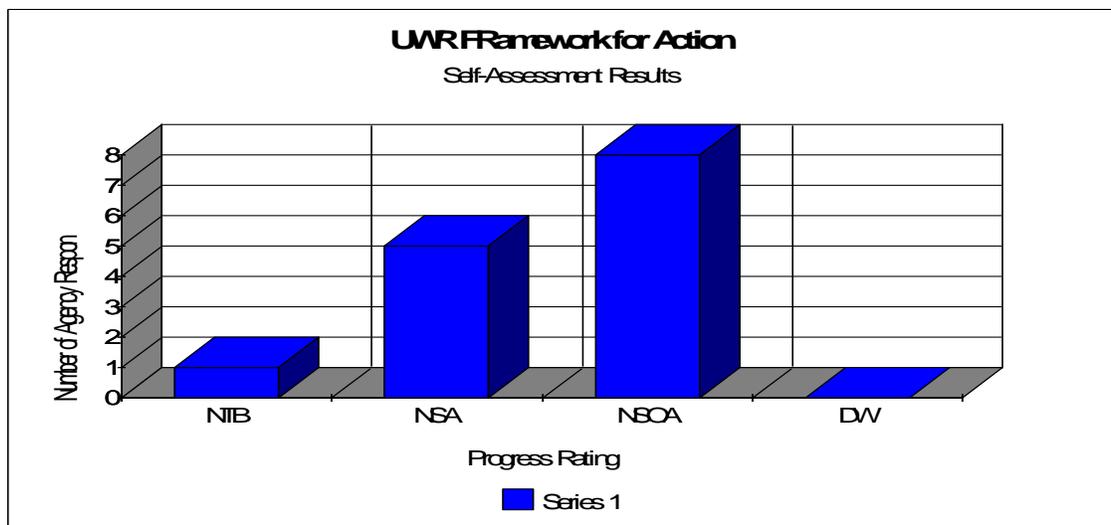
After reviewing each of the questions and assessing the State’s progress, the overall evaluation of how well the State of Delaware is doing in the area of Adapting Funding for Greater Mobility was primarily that there is significant action required. The below graph depicts the overall results as follows:



SECTION 5- TECHNOLOGY MOVES COORDINATION TO THE NEXT LEVEL

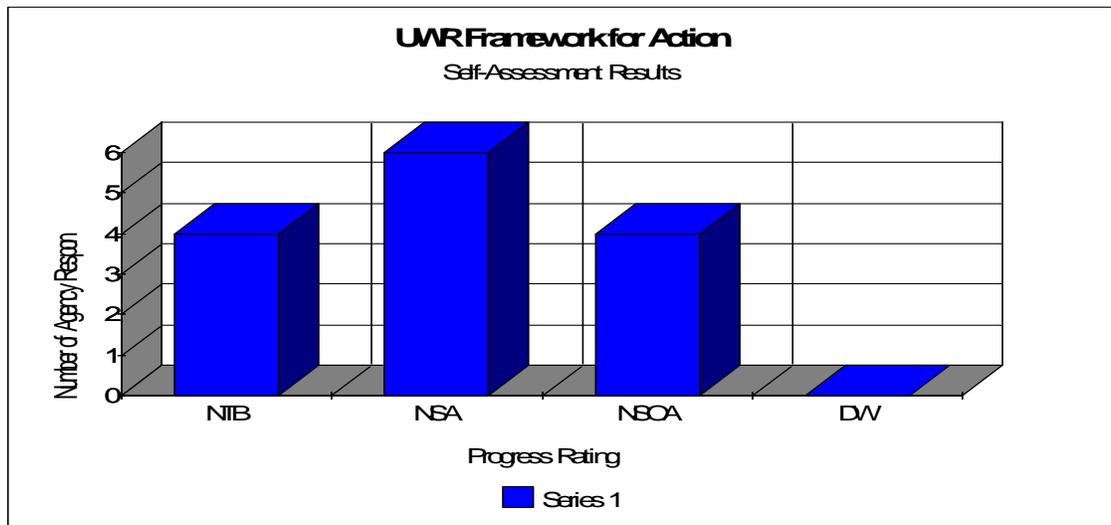
18. HAS THE STATE ASSESSED TRANSPORTATION TECHNOLOGY NEEDS IN COMMUNITIES ACROSS THE STATE? DOES IT ENCOURAGE TECHNOLOGY DEVELOPMENT AT THE LOCAL LEVEL?

The agencies deduced that there is no coordinated assessment of the State's technology needs in the communities across the state. They indicated that there is a great deal of technology out there, such as "Trapeze" tracking system, but it is not the result of a coordinated assessment. It was revealed during these discussions that there is a statewide technology group within the Office of Management and Budget (OMB). It appears that for the most part, individual agencies have been the initiators of technological developments at the local level. The overwhelming majority of the agencies determined that there was action required in this assessment area.



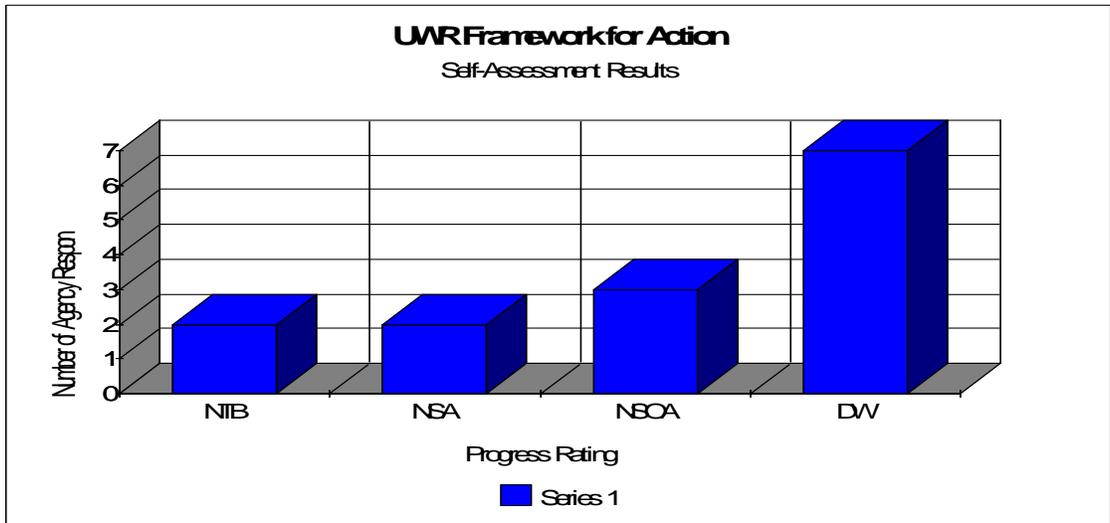
19. HAS THE STATE DEVELOPED PROTOCOLS FOR DATA MANAGEMENT ACROSS THE STATE AGENCIES TO FACILITATE ITS USE BY LOCAL SYSTEMS?

The agencies in their discussions and as reflected in the graph below, agreed that there is significant action required in the coordinated development of protocols for data management across state agencies.



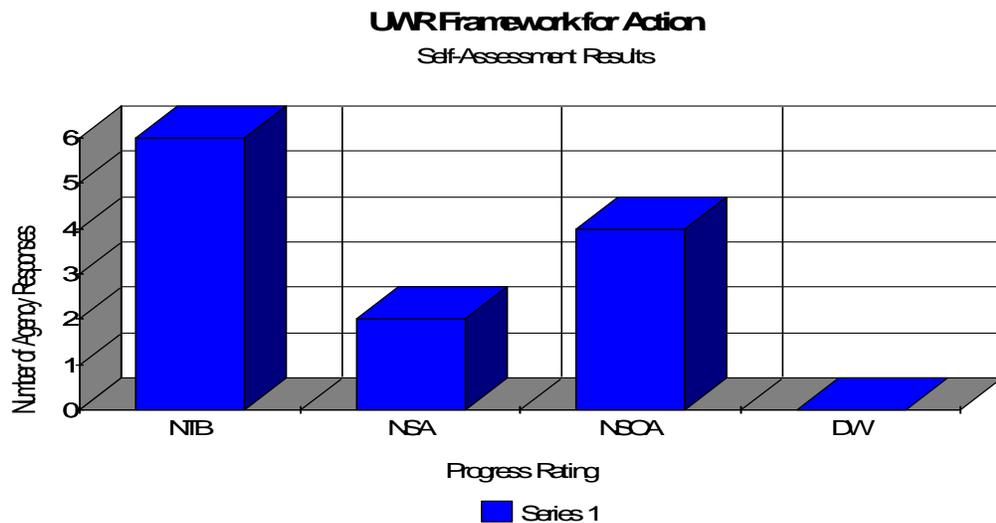
20. CAN LOCAL AGENCIES VERIFY TRANSPORTATION SERVICE ELIGIBILITY FOR INDIVIDUAL CONSUMERS IN "REAL TIME"?

During our discussions regarding this assessment area, it was determined that a number of the agencies present were verifying transportation eligibility in "real time." This is the one assessment area where the majority of the agencies determined that this activity was being "done well". That determination is reflected in the graph below:



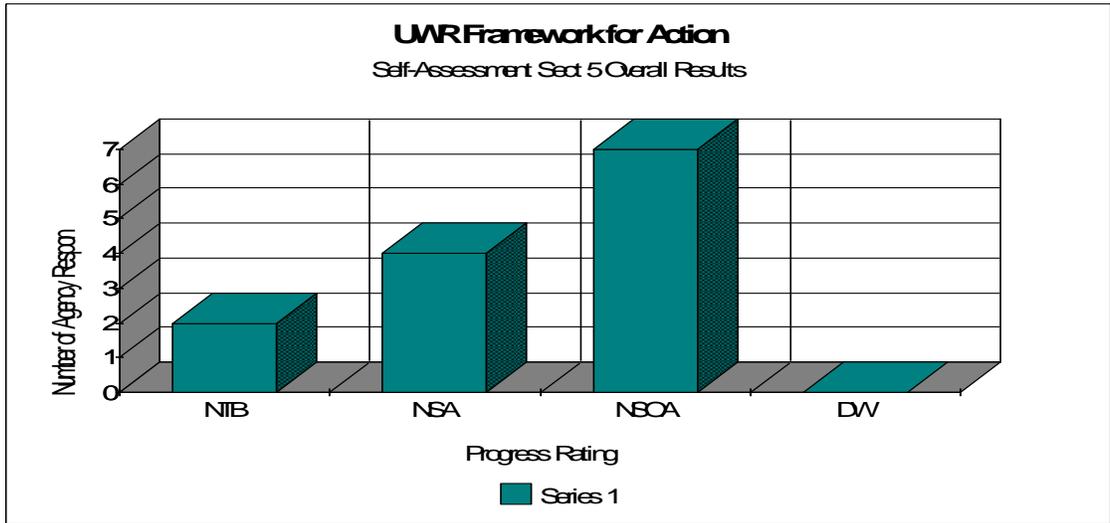
21. IS THE BILLING AND PAYMENT SYSTEM DESIGNED SO THAT A PAYMENT CARD CAN BE USED AND TRIPS ALLOCATED AMONG VARIOUS FUNDING SOURCES? CAN ALL STATE FUNDED TRANSPORTATION PROGRAMS ACCESS THE SYSTEM?

An overwhelming majority of the agencies present could not respond sufficiently to this assessment area. There appeared to be a lack of knowledge of any statewide or individual agency initiatives in this area. The agencies stated that they were not aware of any one (1) card or a “smart card” that could facilitate the service implied in the question. Most of the agencies appeared intrigued with the concept and reflected that in their responses to this assessment area as portrayed in the graph below:



OVERALL EVALUATION OF SECTION 5:

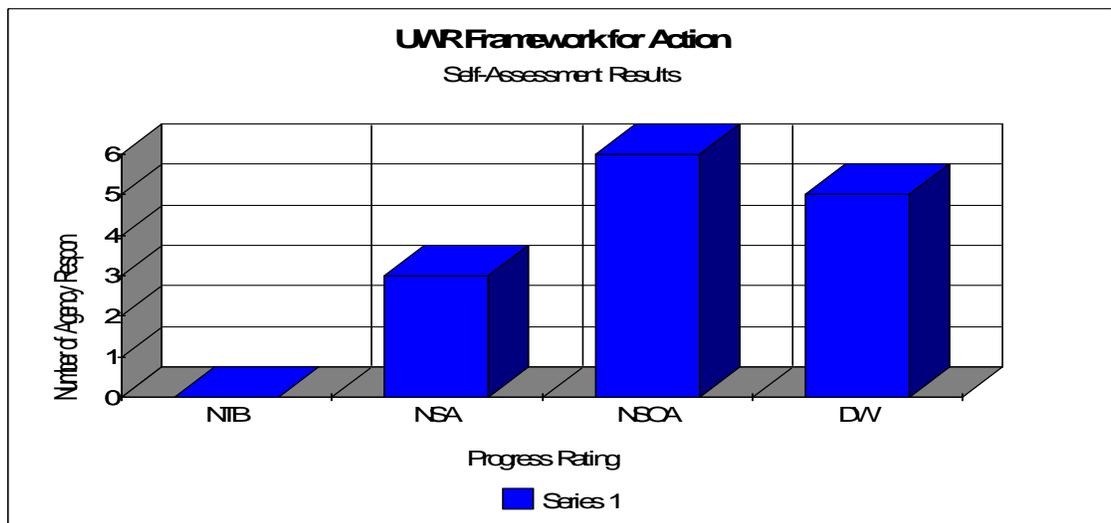
After reviewing each of the questions and assessing the State's progress, the overall evaluation of how well the State of Delaware is doing in the area of Technology Moves Coordination to the Next Level is that there is some action required. The graph below reflects that assessment:



SECTION 6- Moving People Efficiently

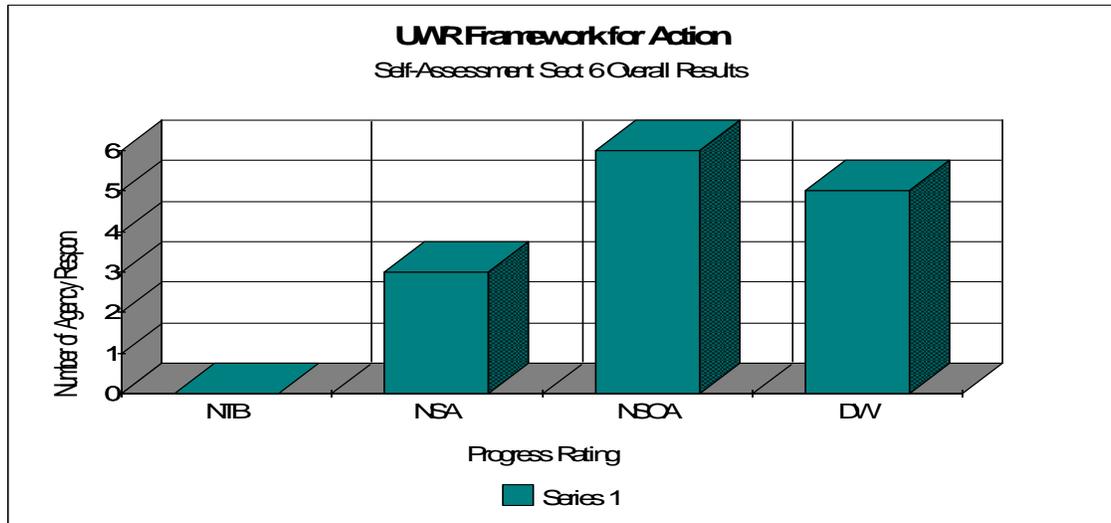
22. HAS THE STATE TAKEN ACTIONS TO ESTABLISH AND SUPPORT MOBILITY MANAGEMENT ARRANGEMENTS AT THE COMMUNITY LEVEL?

There are a number of individual agency initiatives to establish mobility management arrangements at the community level. There are a number of varying groups who visit DART First State on a regular basis to receive guidance on mobility management related issues. Other agencies appear to provide significant training in this area as well. One agency also has a train the trainer type program. DMMA has a number of ongoing initiatives in this area and actually has a Mobility Manager. It was determined by the agency responses to this assessment area that there are a number of effective actions by individual agencies to address mobility management issues at the community level. The graph below indicates that the majority of the agencies believe that there is yet some state coordinated action that is needed in this area but that a majority of the individual agencies are executing this assessment area well.



OVERALL EVALUATION OF SECTION 6:

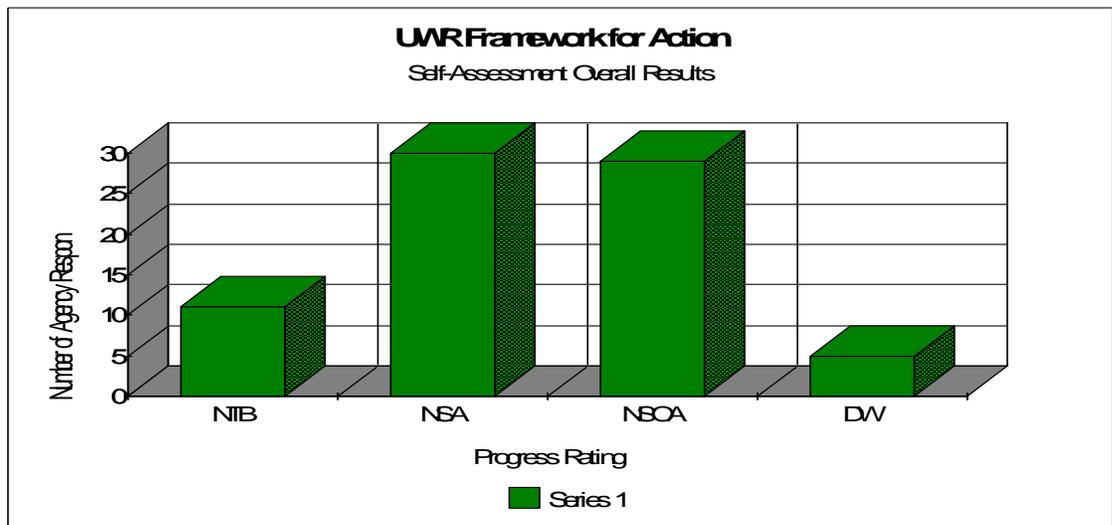
After reviewing this question and assessing the State's progress, the overall evaluation of how well the State of Delaware is doing in the area of Moving People Efficiently is that there is still some action required but the State, primarily the individual agencies, are doing well in this assessment area.



Conclusions

Overall Self-Assessment Tool Results for the State of Delaware

After reviewing each question in this self-assessment tool, totaling all the responses in each Progress Rating and then depicting those responses in the chart below, it is evident that the individual agencies who participated in this assessment believe that there ***needs to be significant action taken*** to coordinate the human services transportation system throughout the State of Delaware.



In addition to the overall assessment, it is clear that an Interagency Body does not currently exist to coordinate human services transportation planning and coordination. **The establishment of an Interagency Coordinating Body on Human Services Transportation is a critical need.** Other areas that are done well by individual agencies, such as technology and communication to stakeholders about services, would be far more efficient with oversight by such a coordinating body.

There are clearly increased financial impacts on the State of Delaware as a result of Hurricane Katrina, particularly as it pertains to transportation and fuel costs. The coordination of human services transportation in Delaware is an opportunity to reduce redundancy of services, manage more efficiently by reducing costs and provide improved service delivery.