
VI. Implementation

&

Monitoring/Evaluation

A. Strategies for Implementation

Stages and considerations of the implementation of the mobility plan will be set forth based on the plan itself. An important element to the continuation of existing transportation service as well as the implementation of continued coordination efforts is the funding of FTA Section 5311 to the existing public operating system and capital needs. If that Section 5311 funding is assumed, the FTA Section 5310 funding of replacement vehicles for Allegany Arc and Allegany Rehabilitation Associates is the priority identified for the purposes of this Plan.

If additional funding is available, ACTTF has also identified the need for the following items integral to coordination of services:

- Enhanced technology including but not limited to: GIS Mapping Software to coordinate existing and new public rider services through the data collection process.
- It is not determined at this point if all the dispatch function for the County will be centrally located through a mobility manager. If a central dispatch through the creation of a Mobility Manager position is identified as the approach to provide the public with transit information and referral to transportation services and assist with further coordination efforts, funding to support such a position as well as for dispatching software and services to coordinate existing and new public rider services will be required.
- Increased involvement by, and coordination with, County DSS, Allegany County Transit is needed.
- The Allegany specific coordination committee should consider\define the potential transportation needs that could be funded by the FTA Section 5317 New Freedoms program and FTA Section 5316 JARC.
- Creation of a marketing program (and identify State or federal monies to fund) for all the transit services in the County to give the various services a common identity and improve residents awareness of the services available.

Common strategies to be considered for operating and managing the services within a mobility plan include:

- Listening to both customers and providers
- Utilization of a lead coordination agency and a functioning mobility manager
- Creation and delivery of safe, personalized and accessible door-to-door service
- Maximization of services
- Mobilize an effective volunteer network
- Create a strong commitment to training
- Develop a clear and comprehensive policy manual
- Identify what state and Federal regulations will affect the volunteer program
- Market the service
- Establish sound managerial and business systems and procedures
- Retain legal expertise and develop formal contract with participating agencies
- Recognize and take advantage of opportunities that present themselves with the emergence of new programs and funding sources
- Document and disseminate institutional knowledge

The use of these strategies is proven for effective coordination with continued success.

B. Logic Model and Measures for Monitoring and Evaluation

To ensure continued success of a coordinated system ongoing monitoring and evaluations will be performed by the appointed mobility manager and ACTTF jointly. Specific measurements will be difficult to pin point until the plan has been fully developed. Below is information pertaining to the United We Ride Logic Model & Measures January 2007. This information will be held with high regard when formatting specific monitoring and evaluation methods and outcomes.

United We Ride Logic Model & Measures January 2007

Introduction

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

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

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

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

Logic Model

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

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

Situation

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

Inputs

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

Outputs

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

Indicators

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

Indicators can be affected by a variety of external factors and influence, outside the control of those involved in the coordination effort (e.g. the resignation of a key leader). Examples of United We Ride indicators include number of partnerships, numbers of rides, and level of satisfaction with services.

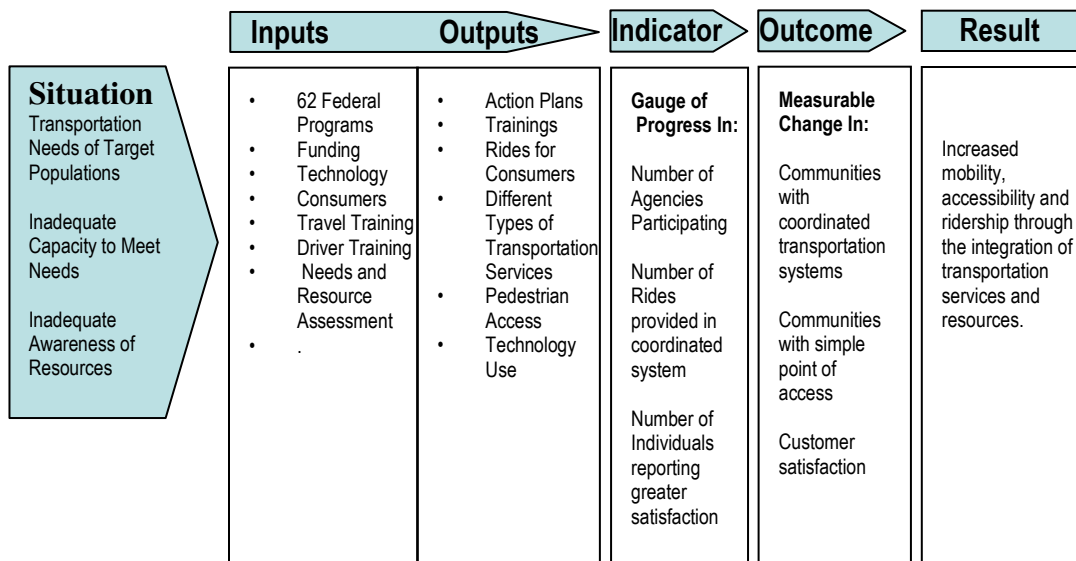
Outcomes

Outcomes are the positive changes in the community or state as a result of the indicators. Outcomes are the specific and measurable changes that will occur because of outputs and indicators. Changes may be in practice, policy, condition, action, service, operation, status, etc. Outcomes are a measurement of change in the short-term and should be designed to lead to long-term change (result). Most logic models measure short-term outcomes in a 4-6 year timeframe. Examples of United We Ride outcomes include communities with coordinated transportation systems or simplified point of access.

Result

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

**United We Ride
Logic Model**



UNITED WE RIDE

Cross Cutting Performance Measures

Overall Desired Impact Goal:

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

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

Definition/Description:

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

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

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

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

Definition:

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

Potential Related Indicators

1.1: Increase the number of individuals employed in a senior staff position to manage and coordinate all aspects of human service transportation for people with disabilities, older adults, children and youth, and individuals with lower incomes between multiple agencies and organizations.

1.2: Increase the number of agencies and funding sources by community or state participating in a coordinated human service transportation system.

1.3: To increase the number of coordinated human service transportation plans that are developed and implemented between multiple agencies at the state and local levels. (The indicator at the local level is the development and implementation of the plan; the potential national measure is the increase in the numbers of such plans).

1.4: To increase the number of rides for persons who are older, people with disabilities and individuals with limited incomes.

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

Goal 2: SIMPLIFY ACCESS

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

Definition:

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

Potential Related Indicators

2.1: Increase the number of agencies, service providers and funding sources participating in a simplified point of access* to transportation services for consumers.

2.2: Increase the types of modes (e.g., bus, paratransit, taxi, volunteer, etc) included in a simple point of entry system implemented at the local level.

2.3: Increase the numbers of individuals with disabilities, older adults, children and youth, and persons with limited incomes accessing transportation services within a simplified point of entry -coordinated human service system.

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

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

Goal 3: INCREASE CUSTOMER SATISFACTION

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

Definition

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

Potential Related Indicators

3.1: Increase the % of people with disabilities, older adults, children and youth, and individuals with lower incomes who feel that transportation services are more available.

3.2: Increase the % of people with disabilities, older adults, children and youth, and individuals with lower incomes who feel that transportation services are more accessible.

3.3: Increase the % of people with disabilities, older adults, children and youth, and individuals with lower incomes who feel that transportation services are more affordable.

3.4: Increase the % of people with disabilities, older adults, children and youth, and individuals with lower incomes who feel that transportation services drivers are more courteous and helpful.

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

Additionally, achievable benefits as below noted by the Concept Mapping exercise facilitated during the Transportation Stakeholders Meeting will be considered as possible outcome criterion.

Achievable Benefits - Benefits of a Coordinated Transportation system as recognized in the Transportation Stakeholders Meeting Concept Mapping

- More Cost effective
- Reduce or eliminate duplication of services
- Cheaper per mile per passenger
- Promote economic activity-get consumers to stores
- Encourage businesses and employers to come into Allegany County
- Increase quality of life for Allegany County residents-able to go to stores, attend church/place of worship, access health care, and community programs/social events with independence
- Support employment and job retention-able to get to work at other hours-evenings and weekends, keep job
- Have a more reliable workforce-saves businesses money for re-training costs
- Access to educational programs-colleges, local agencies, GED programs, training programs, BOCES/adult education programs- which can increase employment
- Better access to quality child care
- Keep appointments and utilize local services-WIC clinics (use farmers market vouchers)

- Bus stop signs with route numbers, bus schedules, bus stop shelters-more information available regarding bus routes
- Could have negative affect on neighboring counties by keeping more dollars and utilization of services in county
- May allow for increased outreach to neighboring counties
- Increases choices for residents-increases competition
- Might increase local spending at businesses if county system is in place
- Increase attendance from outside areas to local social events-ex. Balloon Rally, Community festivals
- Transportation special events planning-shuttle buses to help parking and congestion issues
- Clear, easy to read bus schedules and information
- Easier for the consumers to access transportation if services are coordinated-provide travel training for consumers-educate users
- Useable and friendly service
- Increase moral for residents-freedom to make choices-decrease limitations-good impact on mental health
- Encourage youth to remain in county by increasing options/choices
- Decrease cost to agencies and providers if there is a sharing of resources-drivers training, maintenance
- Opportunity for additional grant funds that can be accessed as a joint system
- Increase summer school attendance-public school systems do not provide transportation to summer school classes-classes could be coordinated with the bus schedule/transportation schedule
- More practical system-increased mobility to different areas in county
- Businesses could look at flex schedules to coordinate with transportation schedules
- Improve other counties transportation systems-would have to look at their transportation system
- Private transportation providers could benefit-ambulance services, taxis
- Decrease improper use of ambulance/emergency services
- Provide accessibility to community events
- Increase advertisements for the transportation system
- Students could use transportation system to get to school-reduce cost to schools, increase availability for late buses for after school activities
- Increase use of technology to coordinate system-dispatch, LED signs
- Maximizes existing resources
- Continuing forum to address ongoing issues-shared responsibility
- Consumer needs to have a voice
- There is currently a stigma with the system-education/training would reduce

Transportation access seven days a week