STAR SEARCH SURVEY
&
STAR AWARDS FOR EXCELLENCE
2007 REPORT

PREPARED BY
THE BEVERLY FOUNDATION
PASADENA, CALIFORNIA

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DEFINITION

STP stands for Supplemental Transportation Program for seniors, and often is defined as a transportation program or service that supplements or complements traditional public transportation services. STPs, targeted with the Beverly Foundation's 2007 STAR Search survey of STPs, included the 750 members of the *Faith in Action* network, 500 of which are believed to offer some kind of transportation service for older adults.

ACKNOWLEDGEMENTS

STAR Search is an annual survey undertaken by the Beverly Foundation. In 2007, STAR Search was undertaken in partnership with the *Faith in Action* National Program Office. *Faith in Action* was an active partner in providing reviews and comments on the survey instrument, mailing the survey to its network of interfaith, volunteer, caregiving groups, and participating in the selection of winners of the Foundation's 2007 STAR Awards for Excellence. *Faith in Action* is a national program of the Robert Wood Johnson Foundation providing interfaith, volunteer caregiving services for the elderly and the disabled.

Special thanks go to the members of the review committee who participated, at various times, in the review of 225 surveys, and the final selection of winners of the 2 STAR Awards for Excellence and the 10 Special Recognition Awards winners. The members of the STAR Awards Review Committee included:

Karen Abraham, EDD, Senior Advisor – the Beverly Foundation
William Doyle, Trustee – the Beverly Foundation
Jane Hardin, Coordinator Senior Transportation – CTAA, Washington, DC
Helen Kerschner, Ph.D. President – the Beverly Foundation
Ramonda Kyser, Program Development Officer – *Faith in Action* National Program Office
Marie-Helene Rousseau, Ph.D. Director of Research – Beverly Foundation
Professor Nina Silverstein, Ph.D. – University of Massachusetts, Boston, MA
Richard Smith, Executive Director – TRIP, Riverside, CA
Cheryl Svensson, Ph.D. Senior Advisor – the Beverly Foundation
Cathy Wong, Summer Intern – the Beverly Foundation and TRIP

Finally, the technical team for STAR Search 2007 included Helen Kerschner as the principal author of the report, Marie-Helene Rousseau as principal researcher, and Jo Ann Bloomquist who assumed responsibility for much of the data entry and the development of program profiles.

TABLE OF CONTENTS

EXECUTIVE SUMMARY

STAR Search Program The purpose of the Beverly Foundation's STAR Search program is to demonstrate to policy makers and service providers the importance of STPs (Supplemental Transportation Programs for seniors). The surveys gather information about STPs that include both paid and volunteer driver programs that provide transportation services to seniors. In conjunction with the survey, STAR Awards for Excellence are given to programs that meet specific criteria. The STAR Search survey was first undertaken in 2000 and has continued annually since that time.

The Project In early 2007, the Beverly Foundation entered into an informal partnership with the *Faith in Action* National Program Office at the Wake Forest University School of Medicine in Winston-Salem, North Carolina. The purpose of the partnership was to undertake a survey of volunteer driver transportation programs (STPs) within the *Faith in Action* network that provide transportation to seniors. While the Beverly Foundation was the major research entity of the partnership, *Faith in Action* provided contacts with its members and transportation providers, mailed the survey, and participated in the selection of STAR Award winners.

The Methodology The 2007 STAR Search survey and awards process was planned in January, undertaken in April, and completed in July of 2007. Distribution of the survey was undertaken by *Faith in Action* National Program Office. Surveys were mailed to 500 members of the *Faith in Action* network believed to sponsor and/or operate transportation programs. Following the receipt of the surveys, a data entry and analysis effort was undertaken by the Beverly Foundation. The Beverly Foundation invited *Faith in Action* National Program Office and experts in aging and transportation to select winners of its two STAR Awards and 10 Special Recognition Awards.

Results of the Survey 225 transportation programs from 42 states, the District of Columbia, and Puerto Rico responded to the survey. A more complete profile is included as **Chart #I** in the report.

Summary Profile of Respondents

Number of Respondents: **225**	Total # riders: **52,014**
Represented States: **42 + 2**	Total # drivers: **13,817**
Average #Years in Operation: **11 years**	Total # age 65+ drivers: **5,671**
Median Budget: **$10,500**	Type: Volunteer only: **86%**
Area Served: Urban **(42%),**	Paid only: **1%**
Suburban **(47%),** Rural **(70%)**	Volunteer & paid: **13%**
Vehicle ownership:	Relationships with:
Driver's vehicle: **96%**	Human services: **average 6**
Program owned/leased: **16%**	Transit services: **average 1**
Rider's vehicle: **14%**	Fee Structure: No fees: **96%**

The survey results include numerous charts and graphs that present responses to questions on key issues related to senior transportation and what was learned about STPs in the *Faith in Action* network.

The ten major themes that resulted from the survey are presented below. They are specific to the 225 survey respondents and may not apply to *Faith in Action* programs in general.

Universal Purpose   *Faith in Action* programs focus on providing assistance such as transportation so that people, especially seniors, can enjoy a dignified independence and remain in their homes and in their community.

Formation   *Faith in Action* programs tend to have been established in the 1990's and 2000's which suggests a relationship with Robert Wood Johnson Foundation funding.

Low Cost Approach   *Faith in Action* programs provide transportation programs with limited staff, limited infrastructure, and limited financial resources.

Menu of Services   *Faith in Action* programs tend to offer a variety of services, only one of which is transportation.

Passenger Population   *Faith in Action* programs provide transportation to older adults, but many also provide transportation to people with disabilities.

Terminology   *Faith in Action* programs tend to be more comfortable with human service terminology (e.g. quality of life and assistance) than with transportation terminology (e.g. one-way rides and trip chaining).

Senior Civic Engagement   *Faith in Action* programs engage volunteers to drive, a majority of whom are in the 65+ age group.

Linkages   *Faith in Action* programs tend to have a variety of linkage relationships with human service providers, but very few linkages with transportation providers.

Record Keeping   *Faith in Action* programs tend to face many challenges regarding record keeping, especially in identifying the number of staff, riders, drivers, and the annual program budget which may be related to difficulties in segmenting transportation services from the general menu of services.

Safe Driving   *Faith in Action* programs tend to approach safe driving in a manner beyond traditional behind the wheel activities because many responses suggested training in helping passengers.

STAR Awards for Excellence As part of its commitment to the STAR Search effort, the Beverly Foundation allocated funds for making two STAR Awards for Excellence to the "best of the best" *Faith in Action* STPs and ten additional Special Recognition Awards. All survey respondents had an opportunity to be selected for an award if they met the following criteria: (1) provide transportation to older adults; (2) include volunteers in their driver pool;

(3) be in operation for two years of more; (4) prepare a brief statement on their transportation mission; and (5) be a recipient of a *Faith in Action* grant from the Robert Wood Johnson Foundation.

List of Recommendations:

#1 Human Service vs. Transportation
#2 Accurate Reporting
#3 Terminology
#4 Scheduling Rides
#5 Volunteer Drivers
#6 Assistance
#7 Insurance
#8 Funding
#9 Senior Civic Engagement
#10 Universal Purpose

The Report   Part 1 of the report introduces the Beverly Foundation's partnership with *Faith in Action* in undertaking the 2007 STAR Search/STAR Awards Program; Part 2 provides information about the methodology used in undertaking the STAR Search survey; Part 3 reviews the results of the survey; Part 4 introduces the STAR Award winners; and Part 5 details several recommendations for transportation services in the *Faith in Action* network. The attachment includes a list of the survey respondents. Additionally profiles of the respondents can be found on the Beverly Foundation's website and on the *Faith in Action*'s website.

PART 1
INTRODUCTION TO THE PARTNERSHIP

The purpose of the Beverly Foundation's STAR Search program is to demonstrate to policy makers and service providers the importance of supplemental transportation programs for seniors. The surveys gather information about STPs that include both paid and volunteer driver programs that provide transportation services to seniors. In conjunction with the survey, STAR Awards for Excellence are given to programs that meet specific criteria. The STAR Search survey was first undertaken in 2000 and has continued annually since that time. Prior to 2007, more than 800 STPs and 728 volunteer drivers were identified; and 27 STAR Awards for Excellence and 10 Special Recognition awards were conveyed.

The partnership with *Faith in Action* was developed in response to mutual interests in better understanding of the involvement and achievements of *Faith in Action* programs in providing transportation for older adults. At the outset of the agreement, it was understood that there were 700 programs in the *Faith in Action* network; and of this number, up to 500 provided transportation to older adults. An additional purpose of the partnership with *Faith in Action* was to not only enable members to participate in STAR Search and STAR Awards, but also to highlight the positive contributions of *Faith in Action* programs to national efforts to provide transportation to older adults. It should be mentioned that several *Faith in Action* programs had participated in earlier surveys. Five had received STAR Awards for Excellence, and three had received Special Recognition Awards.

The partnership included the following three objectives:

- to gather information about *Faith in Action* transportation programs;
- to create a database of vital information about senior transportation services related to *Faith in Action* member programs;
- to provide recommendations to members of *Faith in Action* (especially respondents to the survey) about how they might enhance their programs through improved reporting, service, training and the like.

The 2007 STAR Search was the first time the Beverly Foundation had entered into an operational partnership in which both partners were full participants in the gathering of information from a network of organizations, and in the selection of winners of STAR Awards for Excellence. It was beneficial to both partners in that *Faith in Action* received a tremendous amount of information about the efforts of its members to provide transportation to older adults, and the Beverly Foundation had the opportunity to greatly expand its database and understanding of volunteer driver programs across America.

PART 2

RESEARCH METHODOLOGY

In early 2007, Beverly Foundation staff developed a survey instrument to gather information about the history, service experience, and management practices of *Faith in Action* transportation programs. The *Faith in Action* National Program Office reviewed and commented on the survey instrument. In March of 2007 *Faith in Action* sent an e-mail alerting members that the survey would be arriving soon, and in April *Faith in Action* mailed the survey to its member programs.

The survey targeted programs that provided transportation to seniors. The survey instrument included 25 questions. With the exception of the first question (related to contact information) and the last two questions (related to safe driving and the link between mission and transportation service delivery) the survey contained closed-ended or multiple choice questions, and required approximately 15 minutes to complete. The following topics were included in the survey:

General Facts: contact information; number of years in operation; service area; organization type; number of staff; fee structure; funding sources; total budget; insurance coverage, insurance cost; past collisions.
Service Facts: scope of service; type of service; availability of rides; reservation preference; types of riders; number of riders; number of rides; type and number of drivers; composition of driver pool (age, gender); length of driver service; vehicle ownership; type and number of vehicles.
Relationships and Outreach: most important relationships with social service agencies; most important relationships with transportation services; informational resources of use for the transportation program.
Program Management/Risk Management: twenty yes/no questions about volunteer driver management relating to (1) application and screening process; (2) management; and (3) evaluation.
Qualitative Questions qualitative questions related to program efforts to encourage safe driving and the relationship between providing transportation to older adults and organizational mission fulfillment.

The survey was undertaken in April of 2007 and all responses were received in April and May of 2007. 225 transportation services that provided transportation to older adults responded to the survey.

Data were entered into a SPSS statistical package and the software was used to run a variety of analyses related to the quantitative questions. The qualitative questions were analyzed by using a key word analysis method.

PART 3
RESULTS OF THE SURVEY

The 225 respondents to the survey were from 42 states plus the District of Columbia and Puerto Rico. All respondents were members of the *Faith in Action* network and had received funding from the Robert Wood Johnson Foundation.

3a. Summary of Findings Key Findings from the survey are summarized below.

1. 100% serve older adults, and a large number serves seniors and people with disabilities (80%). However, only a small number (14%) serves seniors only.
2. They provide service mostly in rural areas (70%), but also provide services in suburban (47%), as well as urban locations (42%).
3. Program driver pools are made up of a large number of people age sixty five and over (49%).
4. Drivers primarily use their own vehicles (96%), but a very small number (16%) use program owned or leased vehicles.
5. Programs tend to provide a high level of assistance with both door-through-door assistance (82%) and assistance at the destination (79%).
6. They provide transportation primarily in daytime and weekdays (100%), however, a large percent offer Saturday transportation (61%) and in the evening and on Sunday (54%).
7. They require considerable advance scheduling of more than two days (48%), and at least two days (26%). While some require two weeks advance scheduling, others only ask twenty-four hours advance (14.5%), and several indicated that they respond to emergencies whenever possible.
8. The vast majority (88%) do not charge fees. However, a significant number (65%) accept donations, and an even greater number (72%) incorporate grants as a source of support.
9. They have linking relationships with a wide array of human service providers (an average of six), but a limited number of relationships with transportation service providers (an average of one).
10. Many face considerable challenges reporting their numbers of riders and one-way rides, and providing accurate budget figures for their transportation services.

The contents below introduce data and present key points within eight general topics, all of which were included in the survey instrument. Data is provided relevant to: general information; service features; financial features; service relationship; program management/risk management; information and resource needs; safe driving practices; and the relationship between mission and transportation services.

3b. General Information This section introduces the results of responses to questions on general organizational information. In some instances, the data is somewhat incomplete, especially in the categories of rides, riders, staff, and budgets. Below is a profile of the programs that responded to the survey.
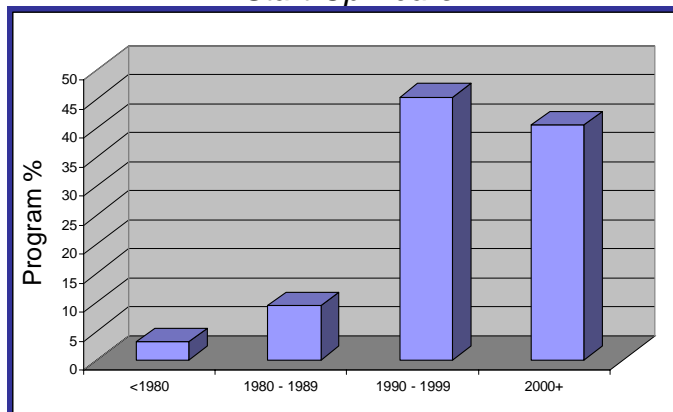
Chart #1
General Profile

Number of Respondents: **225**	Service Scope:
Number of States: **42 + 2***	Menu of services: **97%**
Average # Years in Operation: **11 years**	Transportation only: **3%**
Number of Staff:	Service Area:
Paid Staff: **90%**	Urban: **42%**
Volunteer Staff: **66%**	Suburban: **47%**
Median Budget: **$10,500**	Rural: **70%**

*42 States, the District of Columbia, and Puerto Rico

(1) <u>Years of Operation</u> The profile indicates that respondents average eleven years of operation. As the chart "Start-Up Years" demonstrates, few programs

Chart #2
Start-Up Years

that responded to the survey were funded before the 1980s. Although there were some start-ups in the 1980s, the majority of the programs were established in the 1990s (45%), and in the early 2000s (41%). This corresponds to the history of grants given by the Robert Wood Johnson Foundation. In the 1980s the Foundation supported the Interfaith Caregivers program, and in the 1990s it introduced *Faith in Action*, and allocated more than 1,000 grants to volunteer-based programs.

(2) <u>Organization Status</u>   While many STPs in America are sponsored by government agencies, and some are even profit transit services, 100% of the respondents to the survey identified themselves as non-profits. This is consistent with interfaith sponsorship of the *Faith in Action* members.

(3) <u>Composition of Staff</u> The size of paid staff ranged from one to twenty-seven. The median number of paid staff was two, and 10% of the respondents had no paid staff. In some instances the total number of volunteer staff may be misleading, as respondents may have included staff

involved in other activities as well as volunteer drivers in their count of both paid and volunteer staff.

(4). Scope of Services   While a few (3%) of the respondents indicated that they provided transportation only, the vast majority (97%) said they included transportation services as part of a menu of services. This is in keeping with *Faith in Action* mission of meeting the various needs of the elderly.

(5). Service Areas As the chart indicates, the survey respondents provide services in urban (42%) and suburban (45%) areas. However, more than two thirds (70%) of the respondents indicated that they provide services in rural areas. This suggests the importance of low cost/low maintenance transportation services such as those provided by the members of *Faith in Action* in providing transportation to seniors in rural America. In many instances it is not possible for traditional services with paid drivers and multi-passenger vehicles to provide transportation in rural areas because of the cost of paying drivers for making long distance trips that requires the driver to stay at the destination with the passenger.

Chart #3
Area served
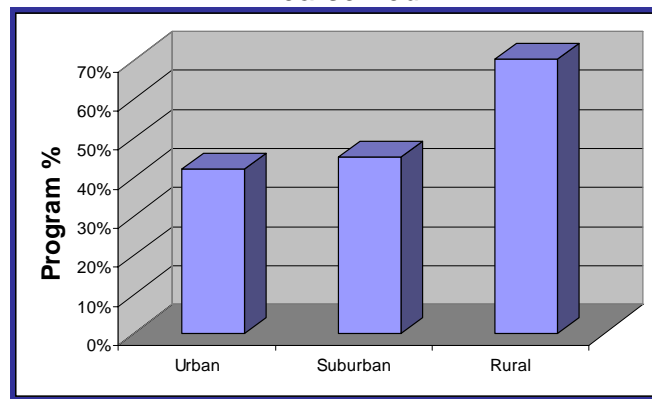
3c. Service Features   Survey respondents provided considerable information about a variety of service features. The chart on the following page summarizes responses related to levels of assistance, reservation preference, fee structure, riders, drivers, and vehicle ownership, and availability of services.

(1) Level of Assistance   Of the four levels of assistance (curb-to-curb, door-to-door, door-through-door, and escort services) the last two are considered the most intensive and often the most necessary for seniors who can no longer drive. The chart #4 indicates that *Faith in Action* programs tend to provide the highest level of assistance.   The fact that they involve volunteer drivers is one of the reasons it is possible for them to provide such high levels of assistance, especially door-through-door and staying at the destination.

Chart #4
Service Features

Level of Assistance:	Riders:
Curb-to-curb only: **0.4%**	Total # riders: **52,014**
Door-to-door only: **6%**	Seniors only: **14%**
Door-through-door: **82%**	Seniors and others: **86%**
Stay at destination: **79%**	Drivers:
Escort service: **56%**	Total # Drivers: **13,817**
Reservation Preference:	Type of Drivers:
Same day: **8%**	Volunteer only: **86%**
24 hours advance: **14.5%**	Volunteer & paid: **13%**
2 days advance: **26%**	Paid only: **1%**
More than 2 days advance: **48%**	Drivers age 65+: **49%**
Do not schedule: **3.5%**	Vehicles:
Service Availability:	Driver's vehicle: **96%**
Daytime and Weekdays: **100%**	Program owned/leased: **16%**
Evening: **54%** Night: **21%**	Rider's vehicle: **14%**
Saturday: **61%** Sunday: **54%**	Collision Liability:
Top 3 Destinations	Liability in past year: **2%**
Medical , Grocery Shopping	Liability in past 1-5 years: **3%**
Shopping (the mall)	Liability in 5+ years: **1%**

(2) <u>Reservation Preference</u>   Advance scheduling can be a helpful administrative tool for planning rides within a timetable that allows program staff, drivers and riders to arrange their schedule to ensure that rides occur. While a small percentage of programs did not require advance scheduling, almost 50% required riders to schedule rides more than two days in advance, and more than 25% required two days advance scheduling. It should be pointed out that advance scheduling can be a hardship on senior riders who do not always know in advance if they will be able to make a trip or do not always remember that they scheduled a ride.

 (3) <u>Service Availability</u>   Getting where you need to go when you need to go can be important to passengers who are unable to transport themselves. Daytime and weekday transportation services are the most frequent service. It is interesting that more than 60% of the programs reported providing on Saturday, but only 54% reported providing transportation on Sunday. On first glance, this might seem inconsistent with the fact that all respondents were associated with faith communities, however, a number of respondents indicated that individual churches provided transportation on Sunday.

(4) <u>Destinations</u> *Faith in Action* programs provide rides to both life-sustaining and life-enriching destinations. Medical care includes all locations related to medical services such as doctor and dentist offices, hospitals, clinics, labs, specialized doctor offices, and therapy clinics. Shopping refers to grocery shopping as well as general shopping. In social services, we find support groups, adult day centers, county service, food pantries, and respite services.

The category "other" includes social activities such as family visit, social outings, recreational and volunteer activities.

(5) <u>Riders</u> While *Faith in Action* programs provide rides to seniors, few of them do so exclusively. In fact, the vast majority provides transportation to seniors and others, with many of the others identified as people with disabilities.

Chart #5
Destinations

Beauty shop, 5%

Social services, 3%

Errands, 5%

Other, 5%

Medical care, 50%

Shopping, 32%
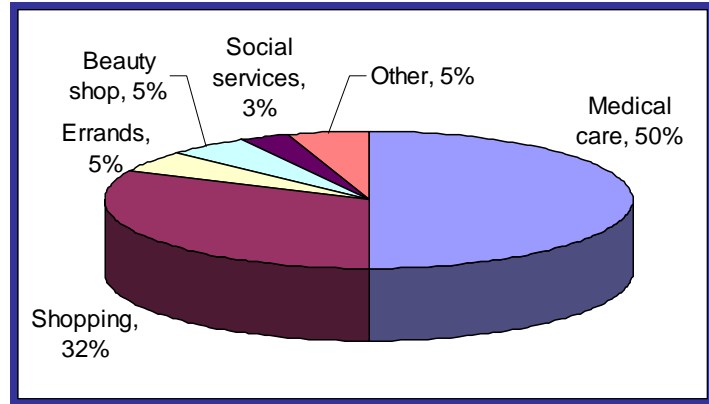
(6) <u>Drivers</u> While a small percentage of programs include paid drivers, the vast majority involve only volunteer drivers. The fact that almost 50% of the drivers are age 65+ not only suggests that older adults are helping older adults, but also that driver recruitment will always be a critical program activity since many of the drivers may one day be riders.

(7) <u>Vehicles</u> A very small number of programs own or lease vehicles (16%) because most (96%) use "volunteer" vehicles owned by the volunteer drivers. Although information was not requested regarding reimbursement for mileage, many respondents noted that they did not reimburse drivers for mileage because funding was not available or drivers did not want to be reimbursed.

(8) <u>Collisions</u>   The low number of collisions that result in legal liability in *Faith in Action* transportation programs appears to be consistent with other volunteer driver program data. It is believed that such experience results from the fact that volunteer drivers are either safe drivers or that they use especially safe driving methods when driving older people or people with disabilities.

3d. Financial Features Three questions were asked regarding financial aspects of *Faith in Action* transportation programs. The chart on the following page includes responses related to budgets, fee structure, budget breakdown, and estimated cost per one-way ride.

 (1) <u>Budget Range</u>   The annual budgets reported by the respondents ranged from -0- to $792,016, with a median of $10,500. It should be noted that many respondents to the survey indicated that they provided transportation as part of a menu of services and appeared to be unable to separate the transportation budget from the total organizational budget. Additionally, many respondents indicated a -0- budget when in fact they involved paid staff and

owned vehicles. Thus, the responses of many programs may not reflect the true nature of their transportation budget.

Chart #6
Financial Features

Budget Range:	Budget Breakdown:
Low: **$0**	Grants: **72%**
High: **$792,016**	Rider donations: **65%**
Median: **$10,500**	Tax revenue: **5%**
Fee Structure:	Rider fees: **3%**
No rider fees: **92%**	Other funding: **76%**
Sliding scale: **3%**	Cost Per 1-way ride
Mileage rate: **3%**	Low: **$0**
Flat rate: **2%**	Median: **$13.40**

 (2) <u>Fee Structure & Budget Breakdown</u>   It is clear that although a vast number of programs do not charge fees, many do accept rider donations. In addition to donations, they also draw on many other sources of income such as grants, church donations, financial support from communities, income from sponsors, revenues from fundraising activities, bequests from individuals, and in-kind contributions.

 (3) <u>Cost Per One-way Ride</u>   This figure is believed to be somewhat inaccurate as many programs indicated that they do not count one-way rides. Thus, not only was it difficult to know if the total number of rides is accurate, it also is difficult to know if the cost per ride is accurate.

3e. Service Relationships Two questions were asked regarding relationships. One asked respondents to check their relationships with human agencies and another asked them to check their relationships with transportation services. The results are indicated on the following chart.

Chart #7
Service Relationships

Human Service Links: **average 6**	Transit Service Links: **average 1**
Faith-Based Organization: **89%**	Pub Transit Agency: **37%**
Area Agency on Aging: **83%**	ADA Paratransit Agency: **19%**
Hospital/Health Center: **74%**	Community Taxi Service: **17%**
Social Service Program: **72%**	Private Transit Service: **15%**
Volunteer Program: **69%**	Demand/Response: **8%**
Senior Center/Recreation: **64%**	Local DMV: **4%**

(1) <u>Human Service Relationships</u>   It appears that *Faith in Action* programs have many relationships with human service agencies, and with a vast majority of faith-based organizations followed by area agencies on aging.

(2) <u>Transportation Service Relationships</u>   Many respondents indicated that they had no relationships with transportation services and only a limited number indicated more than three. The few relationships with transit agencies may be due in part to the fact that 70% of the respondents reported serving rural areas, where there are often few transportation options.

3f. Program Management/Risk Management   Twenty yes/no questions were asked related to program and risk management regarding volunteer drivers.

(1) <u>Program Management</u>   For the most part, respondents said that they had limited difficulties undertaking volunteer driver activities. For example: (a) only 6% indicated problems with screening; (b) only 8% indicated problems with training, and (c) only 8% indicated problems with risk management. At the same time, 25% indicated it had been necessary to fire a volunteer driver, 72% indicated drivers had become riders, and 95% said they needed more drivers.

(2) <u>Risk Management</u>   92% of the respondents said that risk management was not a problem.   The chart below indicates their responses to risk management activities associated with driver support and program activities.

Chart #8
Risk Management

Do Your Volunteer Drivers…	*Do you or Does Your Program…*
Complete application form: **97%**	Screen volunteer drivers: **86%**
Have a feedback mechanism: **90%**	Train volunteer drivers: **83%**
Report to a volunteer manager: **85%**	Have a driver handbook: **66%**
Have job description: **77%**	Evaluate volunteer drivers: **58%**
Sign a contract: **46%**	Have driver staff meetings: **29%**
Have a central place to meet: **35%**	Have problems with insurance: **5%**

It is unclear whether the positive collision experience (see Chart #4) is related to good risk management, good driver recruitment, or other factors not included in the survey.

3g. Information and Resource Materials   The Beverly Foundation always includes a question related to topics of informational or resource materials that would be of use to respondents. The responses to this question are included in the following chart.

Chart #9
Information and Resource Materials

Driver tip book on helping seniors: **81%**	Funding sources for infrastructures: **48%**
Driver recruitment ideas: **78%**	Information about liability: **48%**
Fundraising ideas: **76%**	Driver job descriptions: **45%**
Fundraising sources for operations: **75%**	Driver training manual: **44%**
Statistics for grant proposals: **67%**	Information about insurance: **40%**
Risk management brochure: **49%**	Other (driver safety training): **N/A**

While only limited technical resources are available for financing volunteer driver programs, a variety of the above materials are available through Easter Seals, Community Transportation Association of America, and the Beverly Foundation. For example, the Beverly Foundation's website (www.beverlyfoundation.org) includes materials related to helping seniors, driver recruitment, risk management, liability and insurance, and driver training.

3h. Safe Driving Practices   Respondents were asked to "describe what your program does to encourage safe driving on the part of your volunteer drivers". While many of them identified driver screening, training, and "behind the wheel" safe driving practices, a large number of respondents described ways that the drivers help passengers and ensure their safe entrance and exit from vehicles and destinations.

The chart below includes many of the key words respondents used in their answering this question.

Chart #10
Key Words Related To Safe Driving

Volunteer (390)	Assist, assistance, help (60)
Driving (370)	Time (58)
Train & training (270)	AARP (36)
Safety (105)	Orientation (34)
Insurance (82)	License (24)
Transportation (62)	Caregiving (24)

Key points taken from the submissions of STAR Award and Special Recognition Award Winners about efforts to promote safe driving are provided below.

"On our application we ask for current license and insurance coverage just to make sure that we are covered. Knock on wood, coming into our 4th year we have not had one accident in our over 25,000 miles logged."

"Transportation guidelines include reminders to use seat belts and allow plenty of time so that they (riders and drivers) are not rushed.   We also have a DMV Disabled Persons Parking Permit which can be checked out from our office when driving for Faith in Action."

"For several years, our program has paid for the volunteer drivers, who drive the most frequently, to take the 55-Alive drivers safety class offered by AARP. This year we partnered with AARP so that they are providing the class at no cost to 20 of our transportation volunteers."

"Volunteers are required to have a current copy of their driver's insurance and driver's license on file and are asked to disclose previous driving infractions. A driver's handbook is provided at their orientation and outlines safety procedures and program guidelines for drivers."

"At orientation we discuss issues that may arrive during the course of an escort for which the volunteer may be providing transportation in addition to personal escort service."

"The following list highlights some of what our transportation program does to empower its volunteer drivers.
- *Gives accurate directions to the care receivers' residence.*
- *Makes sure that the driver knows where they are going.*
- *Uses maps to give directions when needed.*
- *Monitors weather conditions and advises volunteers accordingly.*
- *Makes adequate time allowances to get to the appointment.*
- *Stresses that self-care for volunteers is important.*
- *Matches volunteers and care receivers for compatibility.*
- *Encourages feedback on all aspects of a ride given.*
- *Asks drivers to make known their driving preferences.*
- *Uses drivers inside the limits of their comfort zones.*
- *Completes background checks.*
- *Verifies insurance coverage, drivers' licenses and driving records.*
- *Trainings are given regarding mobility issues.*

"We encourage safe driving on the part of our volunteer drivers by:
- *Annual eye exams.*
- *Monthly meetings to see if there are any problems or complaints.*
- *Hearing tests.*
- *55 Alive Mature Driving Course: You must attend both days to be awarded a certificate of completion.*
- *Must have a valid driver's license.*
- *Must be compassionate and have patience with the elderly, those adults with disabilities and others.*

"We match the vehicle type with our care recipients needs."

"Volunteers agree to keep and operate their vehicle in a safe condition at all times."

3I. Relationship of Mission to Transportation Two questions were asked regarding the relationship between the program mission and the provision of transportation. The most frequent responses to a "list three words" question about this relationship included words such as: independence, socialization, dignity, service, compassion, support, assistance, access, companionship, health and caregiving.

A second question asked respondents about this relationship. Below are the leading words used by programs in reporting how transportation to seniors links with the mission as an interfaith group in their community.

Chart #11
Key Words Relating Mission to Transportation

Systems Terms	Helping Terms
Transportation (848)	Caregiving (585)
Senior/seniors/elders (649)	Need (539)
Mission (513)	Assistance, help, helping (535)
Community (433)	Independent, independence (266)
Home (369)	Volunteers (441)

Key points taken from the submissions of STAR Award and Special Recognition Award winners about the relationship of mission to the provision of transportation services are provided below.

"We serve a rural community that is poor or below the poverty level. Our center as part of the Faith in Action programs has been able to help these groups of society that were left out of the services."

"Our mission is to help the elderly, frail and disabled citizens in our county maintain their independence and keep them in their own homes. Without our transportation service it would be just about impossible for them to make it to their appointments."

"We are aiming to get our parishioners to help those without transportation. I learn about community needs and what prevents those needs from being met. I learn about individual dreams for the future and what hinders those dreams from being fulfilled. I learn about the spiritual vacuum that forms as the culture rapidly changes."

"Faith in Action extends care into the community by coordinating volunteers to help people who face challenges related to health and aging. For those who do not have a support system, it could mean that they would go without treatment. By providing transportation, we have a very positive impact on older adults' ability to remain living independently, in their own homes, and with a quality of life which is important to them."

"Our mission is to serve elders and adults with disabilities, helping them live independently increasing the quality of their life. Enabling them the ability to move around and successfully accomplish trips helps them maintain a sense of independence and increases their sense of dignity."

"Our mission is to ensure the independence, dignity and quality of life for the homebound elderly, who have little access to public transportation. Recognizing that social isolation diminishes one's quality of life we strive to enrich the lives of our seniors by providing transportation to places and events that reconnect people with their community."

"Our mission is to reduce social isolation, enhance quality of life, and preserve the dignity of frail, isolated elders and disabled adults. We have found that the act of providing transportation plays a significant role in reducing social isolation."

"Our mission is to provide free services to elderly and disabled residents so that they can live independently, with dignity, and a strong quality of life. We feel that providing transportation to seniors allows for socialization as well as providing a needed and necessary task. Seniors make new friends with our volunteers and feel that the community still cares about them."

"The mission of the agency is to provide volunteer services for individuals and families living in difficult life circumstances in an effort to enable those served to maintain their independence, dignity and quality of life. Each transportation service provides: (1) independence to those who are isolated or have no other access to the community; (2) dignity as each senior is treated respectfully by a trained volunteer as needs are being met; (3) quality of life as access to their specific need allows them to utilize services not otherwise available."

"Transportation is provided for medical and other service agency appointments, shopping for groceries and other necessities, etc. This service is provided as part of our mission which states that we will coordinate resources that encourage independent living, increases dignity in everyday life, and keeps seniors active. Without this transportation, the seniors and disabled would not continue to be independent and have the dignity to remain active."

"…We have a two-fold mission: to respond to the ever growing needs of older and the physically challenged living in our communities who struggle daily to maintain their independence at home while providing meaningful opportunities for volunteers of all ages and abilities to enrich their lives and live out their faith by helping others. Although several other professional transportation services exist in our county, we fill the gaps between other

agencies. While professional drivers, utilizing busses, can provide much of the routine transportation that is needed, the volunteers, utilizing their own vehicles, can provide a wider range of service and more personalized help to those individuals who require one-on-one assistance."

CONCLUSION

The results of the survey provide considerable evidence that *Faith in Action* programs provide a tremendous amount of transportation to older adults as well as people with disabilities. They do their work with limited infrastructure, staff and financial resources. While they may have challenges in administrative processes, record keeping, and service requirements, they do not have challenges in knowing why they do what they do. Indeed, a general theme runs through their information and materials of caring and compassion, and concern for those they serve. Perhaps one program said it best.

"For us, a ride is much more than just a ride."

PART 4
STAR AWARDS FOR EXCELLENCE

The Beverly Foundation began giving STAR Awards for Excellence in conjunction with its first STAR Search survey in 2000. Each year, STAR Awards are conveyed to survey respondents that exhibit excellence in organization, planning, or service delivery. Prior to 2007, the Foundation gave 27 STAR Awards for Excellence, five to *Faith in Action* transportation services for seniors.

4a. Selection Process In 2007, the Beverly Foundation planned to select two STAR Awards for Excellence recipients and ten Special Recognition Awards recipients. The process for selecting the award winners was undertaken in three phases. The first and second included staff reviews of all respondents using criteria related to program operations, driver safety, and the relationship between mission and transportation. A third review selected the winners of the STAR Awards for Excellence and the winners of Special Recognition Awards.

In order to be considered for review, survey respondents as applicants for awards needed to: (1) provide transportation to older adults; (2) include volunteer drivers; (3) be in existence for two or more years; (4) prepare a brief statement on transportation mission; and (5) be a recipient of a *Faith in Action* grant from the Robert Wood Johnson Foundation. All 225 applicants met the requirements for inclusion in the review process.

The three-phase review process is outlined below.

   1st Review   Staff reviewed all 225 responses to the survey using eight criteria relating to transportation service management. The application of these criteria resulted in the selection of 50 surveys.

   2nd Review   The second review of the 50 surveys was undertaken by staff and senior advisors to the Beverly Foundation to select 25 finalists for STAR Awards.

   3rd Review   The 25 finalists were reviewed by a 10-person review panel of experts in the fields of transportation and aging. The profile on the next page provides information about the finalists that represent 19 states and Puerto Rico.

It should be mentioned that these reviews were undertaken during a one-month period of time and required the time and expertise of Beverly Foundation staff, trustees, senior advisors and experts in aging and transportation.

The 25 finalists for the 2007 STAR Awards winners were:

FIA Caregivers (Wheeling, WV)	Interfaith Caregiving Network (Waukesha, WI)
FIA Community Connection (Ellsworth, ME)	Interfaith Network of Care (Milltown, NJ)
FIA Health Coalition (Cavalier, ND)	Interfaith Volunteer Caregivers (Bend, OR)
FIA of Greater Middletown (Middletown, NY)	Macomb Cty Interfaith Caregivers (Warren, MI)
FIA of Gter Winter Haven (Winter Haven, FL)	MATCH-UP Interfaith Volunteers (Boston, MA)
FIA of Marathon County (Wausau, WI)	Neighbor to Neighbor (Manchester, VT)
FIA of Platt County (Monticello, IL)	People who Care (Prescott Valley, AZ)
Faith in Action (Issaquah, WA)	Rum River Interfaith Caregivers (Princeton, MN)
Faith in Action (Newberg, OR)	Saint Anne's Mission (Ganado, AZ)
Faith in Action (Greater Winston, NC)	Shepherds Cter-Greenbrier Valley (Lewisburg, WV)
Friends for Life (Waco, TX)	Volunteer Chore Services (Bellevue, WA)
Heartland Volunteer (Columbia, MO)	Williamsburg Area Faith in Action (VA)
	Hermanos Franciscanos (Manati, PR)

The following chart provides a profile of the 25 finalists.

Chart #12
Profile of 25 Finalists

Average # Years in Operation: **15 years**
Level of Assistance:
  Curb-to-curb only: **0%**
  Door-to-door only: **8%**
  Door-thru-door: **88%**
  Stay at Destination: **88%**
  Escort: **80%**
Reservation Preference: Same day 1**2%**
  24 hrs. advance **16%** 2 days advance **32%**
  More than 2 days advance: **4%**
	Availability:
	  Daytime: **100%** Weekdays: **100%**
	  Evening: **80%** Night: **44%**
	  Saturday: **80%** Sunday: **76%**
	Relationships with:
	  Human services: **average 7**
	  Transit services: **average 2**
	Number of States Represented: **19 +1***
	Rural Programs: **84%**
	Median Budget: **$21,800**

*Puerto Rico

The criteria used to select the finalists and the winners are indicated below:

- Sustainability (more years in existence may indicate higher level of sustainability)
- Level of assistance (more assistance may indicate greater senior friendliness)
- Reservation policies (less time may indicate greater senior friendliness)
- Availability of rides (frequent service may mean greater senior friendliness)
- Human service relationships (a higher number may aid in coordination)
- Transportation service relationships (a higher number may aid in coordination)
- Safe driving practices (screening, training, & evaluation are good)
- Link between mission and transportation (stated and described)

4b. Winners of the 2007 STAR Awards The Beverly Foundation's STAR Awards for Excellence and Special Recognition Awards were announced in July, 2007. Each of the two STAR Award winners received a $5,000 cash prize,

special recognition on the *Faith in Action* and the Beverly Foundation websites. They also will be recognized at the 2008 *Faith in Action* Conference in Phoenix, Arizona. The two winners are:

- Macomb County Interfaith Volunteer Caregivers Warren, Michigan
- Rum River Interfaith Caregivers, Inc. Princeton, Minnesota

Below is a brief profile of each winner with information about its history, organization, location, service delivery, volunteer staff, financial considerations, and human and transportation service relationships.

Macomb County Interfaith Volunteer Caregivers

Located in Warren, Michigan, Macomb County Interfaith Volunteer Caregivers was organized in 1992. It serves a suburban area, and offers transportation as part of a menu of services on a budget of $46,545. It does not charge for rides, and its major sources of funding include community donations (87%), grants (11%), and rider donations (2%). The program provides rides to 219 senior riders, and involves 158 volunteer drivers, 56% of whom are age 65+. Drivers use their own vehicles to provide curb-to-curb, door-to-door, door-through-door, assistance at the destination, and escort services to passengers. Macomb County Interfaith Volunteer Caregivers maintains linking relationships with a variety of human service agencies as well as transportation services. Words that describe the relationship of its mission to its transportation services are: independence, home, and caregiving. In 2006, the program provided 4,058 rides at an estimated cost per ride of $12.00. Designed specifically to fill transportation gaps, MCIVC provides rides beyond municipal boundaries, in the early morning for outpatient surgeries, late at night for special social outings, and offers various kinds of assistance at the destination. Thanks to MCIVC's efforts, premature institutionalization was prevented for many seniors.

Rum River Interfaith Caregivers, Inc.

Located in Princeton, Minnesota, Rum River Interfaith Caregivers was organized in 1996. It serves a rural area, and offers transportation as part of a menu of services on a budget of $68,050. It does not charge for rides, and its major sources of funding include community donations and earned income (74%), grants (20%), and rider donations (6%). Rum River Interfaith Caregivers provides transportation to 102 senior riders, and involves 157 volunteer drivers, 26% of whom are age 65+. Drivers use their own vehicles to provide curb-to-curb, door-to-door, door-through-door, and assistance at the destination services to passengers. The program maintains numerous linking relationships with human service agencies, but only one with transportation services. This may be a result of its 100% service in a rural area. Words that describe the relationship of its mission to its transportation service are: dignity, independence, and quality of life. In 2006, Rum River Interfaith Caregivers, Inc. provided

5,000 rides at an estimated cost per ride of $14.00. RRIC's volunteer force is making a significant difference in the lives of senior citizens by providing rides that are tailored to each specific need. Thanks to RRIC's volunteerism, senior citizens of central Minnesota can remain in their community.

4c. Winners of Special Recognition Awards   Ten winners were selected for the Beverly Foundation's 2007 Special Recognition Awards.   Each winner received a $500 cash prize, special recognition on the *Faith in Action* and Beverly Foundation websites, and recognition at the 2008 *Faith in Action* Conference in Phoenix, Arizona. They are presented in alphabetical order.

- Faith in Action Community Connection –Ellsworth, Maine
- Faith in Action of Greater Middletown –Middletown, New York
- Faith in Action of Greater Winter Haven –Winter Haven, Florida
- Faith in Action Health Coalition –Cavalier, North Dakota
- Faith in Action Newberg, Oregon
- Hermanos Franciscanos –Manati, Puerto Rico
- MATCH-UP Interfaith Volunteers –Boston, Massachusetts
- Neighbor to Neighbor –Manchester, Vermont
- Saint Anne's Mission –Ganado, Arizona
- Volunteer Chore Services –Bellevue, Washington

Below is a brief profile of each Special Recognition winner with information about its history, organization, location, and several aspects of it service delivery.

- <u>Faith in Action Community Connection</u> Located in Ellsworth, Maine, Faith in Action Community Connection was organized in 2003. It serves a rural area and provides transportation within a menu of services. It serves seniors, people with disabilities and people with dementia, with one paid staff. Its 159 volunteer drivers use their own vehicles to provide transportation that includes a wide range of assistance and support. It does not charge fees, but does accept rider donations.   It provides rides in daytime and in the evening seven days a week. Its budget for providing 6,052 one-way rides is approximately $45,000.

- <u>Faith in Action of Greater Middletown</u>   Located in Middletown, New York, Faith in Action of Greater Middletown was organized in 1996. It serves a mix of urban, suburban and rural area, and provides transportation with a menu of services. It serves 80 seniors, as well as people with disabilities or dementia, with five paid and one volunteer staff. Its 54 volunteer drivers use their own vehicles to provide transportation with a high level of assistance and support, and at all times (24/7). It does not charge fees, but does accept rider donations. Its budget for providing 2,200 one-way rides is $11,000.

- <u>Faith in Action of Greater Winter Haven</u> Located in Winter Haven, Florida, Faith in Action of Greater Winter Haven was organized in 1970. It serves a mixed area of urban, suburban and rural; and provides transportation with a menu of services. It serves 425 seniors, as well as people with disabilities or dementia, children and others, with two paid staff. Its 100 volunteer drivers use their own vehicles and also program owned vehicles to provide transportation with a high level of assistance and support. It provides rides at all times (24/7), does not charge fees, but does accept rider donations. Its budget is $4,225.

- <u>Faith in Action Health Coalition</u> Located in Cavalier, North Dakota, Faith in Action Health Coalition was organized in 2003. It serves a mixed area of urban, suburban and rural, and provides transportation with a menu of services. It serves 121 seniors, as well as people with disabilities. Its 45 volunteer drivers use their own vehicles to provide transportation with a high level of assistance and support. It provides rides in daytime and in the evening seven days a week. It does not charge fees, but does accept rider donations. Its transportation budget for providing 863 one-way rides is $1,500.

- <u>Faith in Action</u> Located in Newberg, Oregon, Faith in Action was organized in 1996. It serves a rural and suburban area, and provides transportation with a menu of services. It serves 48 seniors as well as people with dementia, with one paid staff. Its 34 volunteer drivers use their own vehicles to provide transportation with a high level of assistance and support. It provides rides at all times (24/7). It does not charge fees. Its budget for providing 692 one-way rides is $14,925.

- <u>Hermanos Franciscanos</u> Located in Manati, Puerto Rico, the transportation program of the Hermanos Franciscanos was established in 1990. It serves a rural area and provides transportation within a menu of services. It serves 250 seniors, people with disabilities and others, with 10 volunteer staff. Its four volunteer drivers use program owned vans and cars to provide transportation that includes door-to-door assistance and escort service. It does not charge fees. It provides rides in daytime and in the evening seven days a week. Its budget is $10,000.

- <u>MATCH-UP Interfaith Volunteers</u> Located in Boston, Massachusetts, MATCH-UP Interfaith Volunteers was organized in 1984. It serves a mostly urban area and provides transportation within a menu of services. It serves more than 160 seniors, as well as people with disabilities or dementia, with two paid staff, and 18 volunteer staff. Its 15 volunteer drivers use their own vehicles to provide transportation that includes door-through-door and stay at destination support. It accepts rider donations and provides rides in daytime and in the evening seven days a week. Its budget is approximately $82,000.

- <u>Neighbor to Neighbor</u> Located in Manchester, Vermont, Neighbor to Neighbor was organized in 2004. It serves a rural area and provides transportation within a menu of services. It serves 70 seniors, as well as people with disabilities or dementia, with one paid staff. Its 65 volunteer drivers use their own vehicles to provide transportation that that includes a wide range of assistance and support. It does not charge fees and provides rides daytime/weekdays. Its budget for providing 985 one-way rides is $10,000.

- <u>St Anne's Mission</u> Located in Ganado, Arizona, St Anne's mission was organized in 1939. It serves a completely rural area and provides transportation within a menu of services. It serves 30 seniors, as well as people with disabilities, children and others, with six volunteer staff. Its six volunteer drivers use vehicles that are program owned to provide transportation that includes door-to-door assistance. It does not charge fees, but can provide transportation at all times (24/7). Its budget for transportation service is $600.

- <u>Volunteer Chore Services</u> Located in Bellevue, WA, Volunteer Chore Services was organized in 1981. It serves a mixed area of urban, suburban and rural, and provides transportation within a menu of services. It serves 450 seniors, as well as people with disabilities or dementia, with eight paid staff, and one volunteer staff. Its 328 volunteer drivers use their own vehicles to provide transportation that includes door-through-door assistance and stay at destination support. It does not charge fees, but does accept rider donations. It provides rides in daytime and in the evening seven days a week. Its budget for providing more than 2,500 one-way rides is $16,500.

4d. Recognition of Past Winners In closing, it is notable that in previous years, five *Faith in Action* transportation programs received STAR Awards and three Special Recognition Awards. They are identified below.

- Caring Hands Volunteer Caregivers (Walnut Creek, CA),
- Community Partners in Caring (Santa Maria, CA),
- HELP of Ojai (Ojai, CA)
- Partners in Caregiving (Greater Austin Area, TX)
- Passages Adult Resource Center (Chico, CA)
- Project DANA (Honolulu, HI)
- VINE Faith In Action (Mankato, MN)
- West Austin Caregivers (Austin, TX)

And now, a final recognition of Partners in Caregiving, a Greater Austin Area (Texas) group of 8 *Faith in Action* programs, all of which provide transportation to older adults. Individual members and the entire group submitted surveys knowing that they were not eligible for the 2007 awards because of having received STAR Awards and Special Recognition Awards in the past. Each will receive a special award.

PART 5
RECOMMENDATIONS

The 2007 STAR Search survey of *Faith in Action* STPs was a success on several levels.

- It documented 225 *Faith in Action* transportation programs.
- It provided considerable data on transportation program operations.
- It discovered a host of reasons why providing transportation is a central role of *Faith in Action* programs.
- It made it possible to identify and award "the best of the best" programs.
- It clarified some of the challenges *Faith in Action* programs face in providing transportation.

It is evident from the study that *Faith in Action* programs provide an enormous amount of transportation and make a tremendous contribution to older adults across America. While many of them provide a large number of rides to many members of the community, others only provide a limited number of rides to a few individuals. And, most do this with limited infrastructure, limited staff, and limited resources. *Faith in Action* programs often do not view themselves as well organized, well oiled machines that provide transportation. Rather, they see themselves as providing a bottom line of rides that relates to a top line of quality of life. It was the top line that was most often expressed in many of the responses to the question regarding the relationship of transportation to the mission of the program.

It must be said, however, that doing good does not always go hand in hand with organizational efficiency and effectiveness. The following recommendations are meant to provide helpful guidance to *Faith in Action* programs; guidance that will enable them to be viewed as legitimate transportation services that not only mobilize a tremendous resource of volunteers to provide rides, but that also enable them to sit at the transportation table knowing full well that they can play a meaningful role because they "know their stuff."

1. Human Service vs. Transportation Survey responses suggested that it is much more likely that *Faith in Action* programs link with human services as opposed to transportation services. For example, they averaged six (6) links with human services, and one (1) link with transportation services. Perhaps the major reason for the large number of human service relationships is that *Faith in Action* programs are, in fact, located in the human service sector.

Transportation systems need to understand the important role that *Faith in Action* programs play in providing transportation to places where transit systems don't

go, at times when transit systems are unavailable, with drivers who are the friends of passengers, and offering supportive assistance that cannot be provided by many transit services. Another reason to link is that transportation systems often have financial and other resources that can be made available to human service transportation programs.

> ***Recommendation #1*** *Develop as many links as possible with transportation services in the community in order to better understand the role of transportation services and to communicate the important role played by Faith in Action transportation services.*

2. Accurate Reporting   Survey responses suggest that many *Faith in Action* programs face major challenges in reporting program information. It appears to be a particular problem in reporting the number of riders, the number of drivers, the number of one-way rides, and the transportation program budget. The riders and budget challenges may be related to the fact that 97% of the transportation programs are part of a menu of services, and as such do not calculate their "care receivers" and transportation budget from their total program. The challenge in reporting one-way rides appears to be related to the tendency of programs to only report round trips. While this presented problems with the analysis and reporting of data, it presents greater problems in the ability of *Faith in Action* programs to communicate understandable information to transit services and to the community, especially funding agencies and financial supporters. For example, one respondent reported 3,396 riders, 8 drivers, and 6,100 rides. This suggests that each driver provided 762 rides. Another respondent reported 2,835 riders, 161 drivers, and 386 rides and a budget of $55,000. The data indicates that 386 riders received only one ride per year, that 2,449 riders took no rides, and that the cost per ride was an astounding $142.50. It is highly unlikely that either of these data sets is accurate.

While calculating the number of current (by year) riders and drivers is fairly straight forward, separating the transportation budget from the general budget can be a challenge. Still, it needs to be done. On the other hand, accurate calculation of one-way rides (the standard for transportation services) is a function of definition. A one-way ride is defined as passenger transport from one destination to another, and thus a single trip may include a number of one-way rides in the form of trip chaining (making several stops in a single trip). If, for example, Program A's volunteer driver takes Ms. Jones from her home to the doctors office, then to the post office, then to the pharmacy, and then back home he or she has taken Ms. Jones to five destinations and thus has provided five one-way rides. Accurate calculation of rides could dramatically increases Program A's number of reported rides (from one to five) and also could dramatically reduce Program A's cost per ride which in this case is calculated by dividing the transportation budget by the total number of rides.

Recommendation #2 *Develop accurate reporting capabilities (especially in reporting the number of active riders and drivers, budget and one-way rides), to ensure that Faith in Action transportation programs will be considered legitimate transportation services by boards of directors, interfaith groups, community leaders, potential funders, and even riders and drivers.*

3. Terminology While *Faith in Action* programs have a high level of understanding of human service terminology (e.g. transportation needs and quality of life), transit terminology (trip chaining, one-way rides), does not appear to be part of their vocabulary. This definitional problem was introduced in the discussion of accurate reporting. Terminology also presents a problem for transit services since human service terms (independence, socialization, dignity, and quality of life) generally are not part of their vocabulary.

Recommendation #3 *Knowledge of transportation terminology is important to any program that provides transportation, and Faith in Action programs not only need to take the opportunity to educate themselves in transportation terminology but to educate transportation services in human service terminology.*

4. Scheduling Rides A large number of *Faith in Action* programs provide transportation with limited staff, limited infrastructure, and limited financial resources. At the same time, many programs that schedule rides require considerable advance scheduling of more than two days (48%), or at least two days (26%). Some even say that they require two weeks advance scheduling. Scheduling activities generally require considerable time and effort on the part of staff, volunteer drivers, and riders.

Recommendation #4 *It is not always necessary to have ride scheduling as a staff driven activity. Faith in Action programs could benefit from exploring ways of limiting some or all of their scheduling activities. The "Volunteer Friends" model that has been adapted by transportation services enables riders and drivers (who consider themselves friends) to schedule rides on the basis of mutual agreement. Drivers still provide reports on destinations (and in some programs are reimbursed for mileage) but it is not necessary for program staff to use precious time and resources in scheduling their rides.*

5. Volunteer Drivers One of the biggest concerns expressed by volunteer driver programs is the potential for burn out of their volunteer drivers. If the 2006 rider and driver data were reported correctly, many *Faith in Action* programs have an alarming ratio of drivers to riders: 10% of the programs indicated that each of their drivers serve 20 or more riders. When programs have a high ratio of

drivers to riders, it not only curbs the potential for driver burn out, but also limits the number of rides available to "care receivers".

> ***Recommendation #5*** *A valuable driver recruitment resource developed in recent years is the Idea Book for Volunteer Driver Recruitment prepared by the Beverly Foundation as a result of its 2005 STAR Search Survey. Furthermore, while it is important for programs to continually recruit drivers, the "Volunteer Friends" model mentioned above eliminates a considerable administrative requirement by empowering riders to recruit their own drivers. The fact that the riders and drivers are "friends" makes it possible for them to schedule the rides as well.*

6. Assistance Many (80%) respondents indicated that they served seniors and people with disabilities. The limitations of people with disabilities and seniors may be one reason why the programs provided such a high level of assistance with both door-through-door assistance (82%) and assistance at the destination (79%). At the same time, these involve volunteer drivers who use their own vehicles (96%), thus making it difficult to meet the needs of people with a high level of disability.

> ***Recommendation #6*** *It is in the best interest of Faith in Action programs to recognize their limits in providing transportation to seniors and people with disabilities who have limitations that make providing transportation difficult. Such limitations create opportunities for Faith in Action programs to link with transportation providers (especially Dial-A-Ride and ADA Paratransit services) that have the necessary vehicles, equipment, and training to provide elevated levels of assistance to seniors and people with major disabilities.*

7. Insurance While respondents reported a positive collision experience resulting in legal liability (e.g. 2% in past year), insurance is always an important consideration for any program that provides transportation. It is unclear if program managers are aware of the insurance needs of a volunteer driver program as a number of survey responses did not indicate if transportation programs had insurance. For example, two responding programs that owned vehicles indicated that they had volunteer driver insurance, but did not indicate that their vehicles were covered by auto liability insurance. A second example is the case of several programs that involved volunteer drivers but did not indicate that they provided any insurance for the volunteer drivers.

> ***Recommendation #7*** *Any transportation program, whether it involves paid or volunteer drivers or vehicles that are owned or provided by volunteer drivers, must be aware of potential liability and secure insurance coverage whenever possible. General liability insurance, auto liability insurance, non-owned/hired auto liability insurance, volunteer driver*

excess auto liability insurance, volunteer personal liability insurance, and accident insurance for volunteers should be considered. Programs that do not own vehicles and do not charge will discover that insurance may not be as costly as they might expect.

8. Funding   The vast majority of *Faith in Action* transportation programs (88%) do not charge fees. However, a significant number (61%) accept donations, and an even greater number (72%) incorporate grants as a source of support. While such support has sustained programs beyond funding received from the Robert Wood Johnson Foundation, other sources of funding may be available.

>   ***Recommendation #8a***   *Consider soliciting rider destinations (the clinic, the doctor's office, the grocery store, the hair dresser) for program funding.   Some programs solicit donations while others arrange contractual agreements to transport passengers to business locations.*
>
>   ***Recommendation #8b*** *Look to public transportation services for support. Many transit services are beginning to realize that volunteer driver programs are able to provide services that they were not designed and are not able to provide, and may present an opportunity for support.*
>
>   ***Recommendation #8c***   *Calculate volunteer driver hours and identify them as "in kind" contributions for matching grants and donations, or for making a statement to the community about the dollar contribution of volunteer drivers. The calculation of the dollar value of 1,000 hours is $1,000 x $18.77=$180,077. Note that $18.77 is the Independent Sector's 2006 estimate of the dollar value of a volunteer hour.*

9. Senior Civic Engagement   The vast majority (99%) of the respondents reported that they engage volunteers to drive. There is considerable quantitative and qualitative data that suggest the value of volunteer driving to the driver and to the rider as well as to the community. Of significance is the role of seniors as volunteer drivers for 49% are in the 65+ age group. In such instances, volunteer driving joins the "two sides of aging" with the "young old" (those age 65 80) with the "old old" (those in the 80+ age group).

>   ***Recommendation #9***   *Reach out to seniors, especially seniors who are recently retired, the "young old", for when they volunteer to drive, they generally: (1) own a car, (2) enjoy driving, (3) are more law-abiding than younger drivers, (4) have safer driving habits, and (5) are looking for something meaningful to do.*

10. Universal Purpose   *Faith in Action* programs focus on providing assistance such as transportation so that people, especially seniors, can enjoy a dignified independence and remain in their homes and in the community.

>   ***Recommendation #10***   *Keep Up The Good Work.*

ATTACHMENT
2007 SURVEY RESPONDENTS

Alabama
Faith in Action Youth & Elderly Ministry (Eufaula, AL)
Friends Inc. (Huntsville, AL)

Arizona
Caring Corps (Mesa, AZ)
Gila Agining Services/ElderBuilder (Miami, AZ)
Greater Foothills Helping Hands, Faith in Action (Yuma, AZ)
Neighbor to Neighbor C.Y.C.I.C. (Prescott Valley, AZ)
Neighbors Who Care (Sun Lakes, AZ)
People Who Care (Prescott Valley, AZ)
Saint Annes Mission (Ganado, AZ)
Verde Valley Caregivers (Sedona, AZ)
YMCA Outreach Programs for Ahwatukee Seniors (Phoenix, AZ)

Arkansas
El Dorado Connections CareNet (El Dorado, AR)
Hot Springs Aids Resource Center (Hot Springs, AR)
Kindness Inc. (Mountain Home, AR)
Spirit of Excellence-Faith in Action (Blythville, AR)

California
Caring Hands Volunteer Caregivers Program (Walnut Creek, CA)
Chico Community of Caring (Chico, CA)
Community Partners in Caring (Santa Maria, CA)
Faith in Action-Interfaith Volunteer Caregivers of Solano County (Fairfield, CA)
Faith in Action-Oak Valley Hospital District (Oakdale, CA)
Faith in Action-Vietnemese Compassion Group (San Francisco, CA)
HELP of Ojai (Ojai, CA)
Partners in Caring: Stanford Hospital & Clinics (Stanford, CA)
Project C.A.R.E.-Interfaith Community Services (Vista, CA)
Reach Out Morongo Basi (Twentynine Palms, CA)
Signs and Wonders (Hawthorne, CA)
Stockton Interfaith Caregiver Program (Stockton, CA)

Colorado
Helping Hands-Faith in Action (Littleton, CO)
Neighbor to Neighbor Volunteers/The Chaffee Shuttle (Salido, CO)

Connecticut
Interfaith Volunteer Care Givers of Greater New Haven (Hamden, CT)
Mitzvah Corps/Caring Connections (Bridgeport, CT)
Volunteer Care Teams of Rocky Hill (Rocky Hill, CT

Delaware
Delaware Faith in Action Network (Wilmington, DE)

District of Columbia
Dewlling Place Elderly Services (Washington, DC)

Florida
Community Cooperative Ministries, Inc. (Fort Myers, FL)
Faith in Action-Central Lakeland (Lakeland, FL)
Faith in Action of-Greater Winter Haven (Winter Haven, FL)
Faith in Action-Hart Felt Ministries (Jacksonville, FL)
Faith in Action-North Lakeland, Inc. (Lakeland, FL)
Senior Friendship Centers Friendship at Home/Faith in Action (Venice, FL)

Georgia
Care Link AmeriCorps and Faith in Action Program (La Grange, GA)
Faith in Action-Touching Hearts (Stone Mountain, GA)
I Care, Inc. (Decatur, GA)
Washington Area Faith in Action, Inc. (Washington, GA)

Hawaii
Maui Interfaith Volunteer Caregivers-NA Hoaloha (Wailuku, HI)

Idaho
Faith in Action of Boise, Inc. (Boise, ID)

Illinois
Collinsville Faith in Action (Collinsville, IL)
Faith in Action of C-U (Urbana, IL)
Faith in Action (Danville, IL)
Faith in Action of DeWitt County (Clinton, IL)
Faith in Action of Edgar County (Paris, IL)
Faith in Action Edwardsville/Glen Carbon (Edwardsville, IL)
Faith in Action-Evanston (Evanston, IL)
Faith in Action of Macon County (Decatur, IL)
Faith in Action of McHenry County (Crystal Lake, IL)
Faith in Action Platt County (Monticello, IL)
Faith in Action South (Westville, IL)
Faith in Action of the Quad Counties (Pana, IL)
Faith in Action-Quad Cities (Port Byron, IL)
Heart to Heart (Chicago, IL)
Interfaith Community Partners (La Grange Park, IL)
South East Lake FIA Volunteers (Highland Park, IL)
Volunteer Interfaith Caregivers (Lebanon, IL)

Indiana
Faith in Action (Brownsburg, IN)
Samaritan Caregivers, Inc. (Kokomo, IN)

Iowa
Faith in Action Volunteers-Sidney Presbyterian Church (Sidney, IA)
Northwest Iowa Retired & Senior Volunteer Program (Spencer, IA)
Urbandale Caring Corps (Urbandale, IA)

Kansas
Community Health Ministry Clinic (Wamego, KS)
Faith in Action Friendly Visitors (Leavenworth, KS)
Norton Cares (Norton, KS)
Reno County Faith in Action Volunteer Caregiver Prgram (Hutchinson, KS)

Kentucky
Faith in Action Volunteers-The Bennett Center (London, KY)
Mattew 25 AIDS Service, Inc (Henderson, KY)

Louisiana
Faith in Action-Natchitoches Parish (Campti, LA)
H.O.P.E. Ministry of Pointe Coupee, Inc. (New Roads, LA)

Maine
Faith in Action Community Connection (Ellsworth, ME)
Faith in Action Services (Leeds, ME)
Island Connections (Bar Harbor, ME)

Maryland
Interfaith Volunteer Program (Salisbury, MD)
The Senior Connection of Montgomery, Inc. (Silver Spring, MD)

Massachusetts
Faith in Action of Greater Springfield (Springfield, MA)
MATCH-UP Interfaith Volunteers (Boston, MA)
Saint Annes Hospital Congregational Health Program (Fall River, MA)

Michigan
Caregiver Response Effort & Service Team (CREST) (Fairmont, MI)
Faith in Action Leland Dodge Coalition (West Bloomfield, MI)
Faith in Action for Monroe County (Monroe, MI)
Hospice of C.C. Fainth in Action Bridging Program (Sault Ste Marie, MI)
Interfaith Volunteer Caregiver Program (Howell, MI)
Macomb County Interfaith Volunteer Caregivers (Warren, MI)
Non-Medical Escort Transportation-The Sheperd's Center (Kalamazoo, MI)
Respite Volunteers of Shiawassee (Owosso, MI)

Minnesota
Faith in Action (Plainview, MN)
Faith in Action for Cass County (Hackensack, MN)
Faith in Action Central Goodhue County (Wanamingo, MN)
Faith in Action, Elder Network (Rochester, MN)
Faith in Action-Greater Sherburne County (Big Lake, MN)

Faith in Action in Red Wing (Red Wind, MN)
Faith in Action-Wright County (Buffalo, MN)
Interfaith Caregivers, FIA Faribault County (Blue Earth, MN)
Lakes Area Interfaith Caregiver (LAK) (Pequote Lakes, MN)
NHRP Volunteer Transportation Service (Ely, MN)
Northwoods Interfaith Volunteer Caregivers (Bemidji, MN)
Payne-Phalen Living-At-Home/Block Nurse Program (St. Paul, MN)
Rum River Interfaith Caregivers, Inc. (Princeton, MN)
Sibley County Faith in Action (Arlington, MN)
St Cloud Area Faith in Action (Sauk Rapids, MN)
Wellspring Faith in Action (St. James, MN)

Missouri
Faith in Action Volunteer Caregivers (St. Joseph, MO)
Heartland Volunteers (Columbia, MO)
Shepherds Center of Webster/Kirkwook, Inc. (St. Louis, MO)

Montana
Care Team Ministry (Kalispell, MT)

Nebraska
Care-A-Van, Inc. (Valley, NE)
Crawford RSVP (Crawford, NE)
Faith in Action in Johnson County (Tecumseh, NE)
Otoe County Respite & Companion FIA (Syracuse, NE)

New Hampshire
Caleb Interfaith Volunteer Caregiver (Whitefield, NH)
The Care Givers, Inc. (Bedford, NH)
The Friends Interfaith Caregiver Program (Concord, NH)

New Jersey
CareLinks Interfaith Community Caregivers (Clifton Park, NY)
Caring Neighbors-Faith in Action (Oneonta, NY)
Christ the Rock International, Inc. (Brooklyn, NY)
Faith in Action Coalition of Chautauqua County (Fredonia, NY)
Faith in Action of Greater Middletown (Middletown, NY)
Faith in Action-Mount Morris (Mount Morris, NY)
Faith in Action-Steuben County (Hornell, NY)
Hearts and Hands: Faith in Action (Akron, NY)
ICT Transportation Program (Trenton, NJ)
Interfaith Caregivers Inc. (Allegany, NY)
Interfaith Network of Care, Inc. (Milltown, NJ)
Interfaith Vol. Prgm-Dominican Sisters Family Health Service (Hampton Bays, NY)
Senior Community Care- Dominican Sisters Family Health Service (Ossining, NY)
Your Neighbors Inc. (Utica, NY)

North Carolina
Caregivers of Rockingham County, Inc. (Reidsville, NC)
The Center for Volunteer Caregiving (Cary, NC)
FIA Care Prgm-Shepherd's Cter of Greater Winston-Salem (Winston-Salem, NC)
Shepherd's Center South (Charlotte, NC)

North Dakota
Faith in Action Health Coalition (Cavalier, ND)
Faith in Action Community of Care Volunteers (Casselton, ND)
Faith in Action-Mercy Hospital (Valley City, ND)
St. Aloisius Medical Center-FIA (Harvey, ND)

Ohio
Caregivers (Troy, OH)
Faith in Action-Interfaith Caregivers (Akron, OH)
Faith in Action-Medina County Cargivers-ETO (Medina, OH)
Faith in Action-Medina County Cargivers-Standard (Medina, OH)
Faith in Action-Western Stark County Inc. (Massillon, OH)
Hands of Grace Faith in Action (Delta, OH)
Volunteer Service to Seniors - Faith in Action (Youngstown, OH)

Oklahoma
Rain Oklahoma "Rain Rides" (Oklahoma City, OK)

Oregon
Faith in Action (Newberg, OR)
Faith in Action (Tillamook, OR)
Interfaith Volunteer Caregivers (Albany, OR)
Interfaith Volunteer Caregivers of Central Oregon (Bend, OR)
Metropolitan Family Service (Portland, OR)
Northwest Portland Ministries (Portland, OR)

Pensylvania
Common Bond Caregivers (Philadelphia, PA)
Faith in Action Interfaith Caregivers of Lower Bucks (Morrisville, PA)
Faith in Action-Adams County (Gettysburg, PA)
Interfaith Volunteer Caregivers-SW PA (Pittsburg, PA)
Laurel Area Interfaith Volunteer Caregivers –FIA (Latrobe, PA)
North Hills Community Outreach-AGH Suburban Campus (Pittsburg, PA)
Staying Connected (York, PA)
Touch A Life (York, PA)

Puerto Rico
Hermanos Franciscanos (Manati, PR)

Rhode Island
West Bay Caregivers (Warwick, RI)

Tennessee
Interfaith Senior Services -Catholic Charities (Chattanooga, TN)
Metropolitan Inter-Faith Association (Memphis, TN)

Texas
Caring Services-Southeast Dallas, Inc. (Dallas, TX)
Faith in Action Caregivers-Northeast Austin (Austin, TX)
Faith in Action Caregivers-NW (Austin, TX)
Faith in Action Caregivers-Round Rock (Round Rock, TX)
Faith in Action Caregivers-Pflugerville (Pflugerville, TX)
Faith in Action Caregivers-South Austin (Austin, TX)
Faith in Action Caregivers-West Austin (Austin, TX)
Faith in Action Community Empowerment (Washington, TX)
Faith in Action-Good Work (Fort Worth, TX)
Friends For Life (Waco, TX)
Good N.E.W.S. Living at Home-Block Nurse Program (Azle, TX)
HOPE (Helping Others Pursue Enrichment) (Jacksonville, TX)
Hutch Cares Living at Home (Borger, TX)
Interfaith Senior Transportation (The Woodlands, TX)
Jefferson Outreach for Older People (San Antonio, TX)
Lubbock Interfaith Volunteer Caregivers Program (Lubbock, TX)
Volunteer Interfaith Caregivers, SW (Bellaire, TX)
West Galveston Co. ICM (Santa Fe, TX)

Vermont
Community Cares Network (Chester, VT)
Faith in Action Partnership (Cabot, VT)
Neighbor to Neighbor (Manchester, VT)
Volunteers in Action (Windsor, VT)

Virginia
Bedford Ride (Bedford, VA)
Circle of Love Faith in Action Seniors Volunteer Program (Hampton, VA)
Community Assistance & Resources for Seniors (Newport News, VA)
Ecumenical Faith in Action (Abingdon, VA)
Faith in Action-Winchester Frederick County (Winchester, VA)
Help for Elderly People (H.E.L.P.) Project (Virginia Beach, VA)
Loudoun Volunteer Caregivers-FIA Program (Leesburg, VA)
Nelson Volunteer Coalition (Afton, VA)
Project Faith in Action (King George, VA)
Williamsburg Area Faith in Action (Williamsburg, VA)

Washington
Faith in Action Guardian Angels (Twisp, WA)
Faith in Action Issaquah (Issaquah, WA)
Faith in Action Westsound (Belfair, WA)

Hearts and Hands: Neighbors Helping Neighbors (Eastsound, WA)
Interfaith Volunteer Caregivers (Bainbridge Island, WA)
Interlink Volunteers-Faith in Action (Clarkston, WA)
Volunteer Chore Services (Bellevue, WA)

Wisconsion

Causeway Interfaith Volunteer Caregivers (La Crosse, WI)
Faith in Action of Ashland County (Ashland, WI)
Faith in Action of Caring Hearts, Helping Hands (Jefferson, WI)
Faith in Action of Crawford County, Inc. (Prairie du Chien, WI)
Faith in Action of Marathon County, Inc. (Wausau, WI)
Faith in Action of Monroe County (Tomah, WI)
Faith in Action of Washburn County (Spooner, WI)
Interfaith Caregivers of St Croix County (Hudson, WI)
Interfaith Caregivers of Washington County (West Bend, WI)
Interfaith Caregiving Network, Inc. (Waukesha, WI)
Interfaith Neighborhood Outreach Program (Milwaukee, WI)
Interfatih Volunteer Caregivers of Clark County (Neillsville, WI)
Jackson County Interfaith Volunteer Caregivers, Inc. (Black River Falls, WI)
Oneida Tribe Elderly Services Faith in Action (Oneida, WI)
United Volunteer Caregivers, Inc. (Independence, WI)

West Virginia

Caritas House (Morgantown, WV)
Faith in Action Caregivers, Inc. (Wheeling, WV)
FaithLink-Faith in Action Ministry (Parkersburg, WV)
Shepherds Center of Greenbrier Valley (Lewisburg, WV)