



One-Call/One-Click Transportation Information Services

Introduction

This brief, profiling one-call and/or one-click (OC/OC) programs, is part of the “Promising Practices in Mobility Management” series, by the National Center for Mobility Management. The series has been created for mobility management practitioners to help advance the adoption of transportation coordination and other strategies that lead to responsive, customer-centered transportation services. All briefs in the series—covering the topics of coordinated transportation planning, technology in coordination, one-call/one-click services, mobility management, and performance measurement— are available at <http://nationalcenterformobilitymanagement.org/>.

A one-call or one-click service strengthens a community’s coordination of transportation services on many levels:

- 1) It provides a one-stop source of transportation information for customers on services for which they are eligible and that may be the “right fit” for their needs;
- 2) The development of a OC/OC service requires multiple community partners to coalesce around a shared vision of providing one-stop information, begins to build trust among them, and lays the foundation for additional coordination (e.g., coordinated eligibility, payment, scheduling, shared rides);
- 3) It helps communities identify gaps in services that need to be filled.

The practices profiled in this document were suggested by respondents (mobility managers, OC/OC center operators, subject experts) to a small-sample national survey on OC/OC services. That survey also helped to define the “essential” activities that comprise a OC/OC service; respondents were asked to identify, from a list of possible OC/OC activities, those they considered essential and those that were optional. An activity was listed as essential to the nature of a one-call or one-click service if it was chosen as such by at least 50% of the respondents. Activities that were designated as essential by fewer than 50% of respondents plus activities determined “optional” by 50% or more of respondents were all categorized as “optional” activities. Respondents were they asked to suggest services that met most of the essential criteria. The full survey results are available at www.onecalltoolkit.org.

The programs profiled below are listed below (hyperlinked to their place in the document for quick reference):

- [OUTREACH Mobility Management Center, Calif.: Providing One-Call Transportation Services in a Customer-Focused, Case Management Context](#)

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- [San Diego's FACT, Calif.: A One-Call/One-Click Service Integrated with a Transportation Brokerage](#)
- [Scott and Carver County, Minn.: A One-Call Center Operated with a Centralized Data Warehouse](#)
- [Kansas City's "Link for Care" Website, Mo.: A One-Click Service Integrated into a Medical Center's Patient Information Site](#)
- [Michigan Statewide One-Call Service: Coordinated and Efficient Access to Help through 2-1-1 Service](#)

OUTREACH Mobility Management Center

Providing One-Call Transportation Services in a Customer-Focused, Case Management Context

OUTREACH, a nonprofit paratransit and community transportation provider and site of a regional one-call center in Santa Clara County, California, is first and foremost a human services agency that provides many other services beyond transportation. In fact, its roots are in its early work in the 1970s as the Senior Outreach case management program, part of a community action agency implementing diversified anti-poverty services. Original staff members were social workers/case managers providing a holistic, client-centered case-management approach. Thus OUTREACH's service model is unique because it combines broad human services support activities with state-of-the-art transportation services that leverage cutting-edge technologies and custom software solutions to increase program efficiency and cost effectiveness.

As a transportation provider, OUTREACH's services cover 12 urbanized areas and three rural regions. OUTREACH is the ADA paratransit broker for the Santa Clara Valley Transportation Authority (VTA). Among its different transportation services, OUTREACH performs over 1 million trips each program year, provided through its own or brokered services with taxis, volunteer drivers, and other third-party organization, to older adults, low-income job seekers/workers and their families, veterans, homeless individuals, and managed care patients.

OUTREACH's One-Call Center

OUTREACH's one-call center is an integral piece of the agency's Mobility Management Center (MMC; see description below), and call center operations are woven into all of the activities of the MMC. The enhanced call center receives over 2 million calls a year and is staffed by linguistically diverse call agents and with access to additional translation services. Mobility managers within the MMC provide one-on-one mobility planning, offering riders a range of choices and options to meet all of their travel needs. Mobility managers are multi-cultural and multi-lingual trained staff persons and volunteers familiar with the menu or choices. Mobility managers can interface with OUTREACH social service case managers as needed to provide additional support. Technology in the call center enables the center to accommodate the needs of individuals with a disability, through an IVR (interactive voice recognition) system for automated trip bookings, cancellations, and trip confirmations.

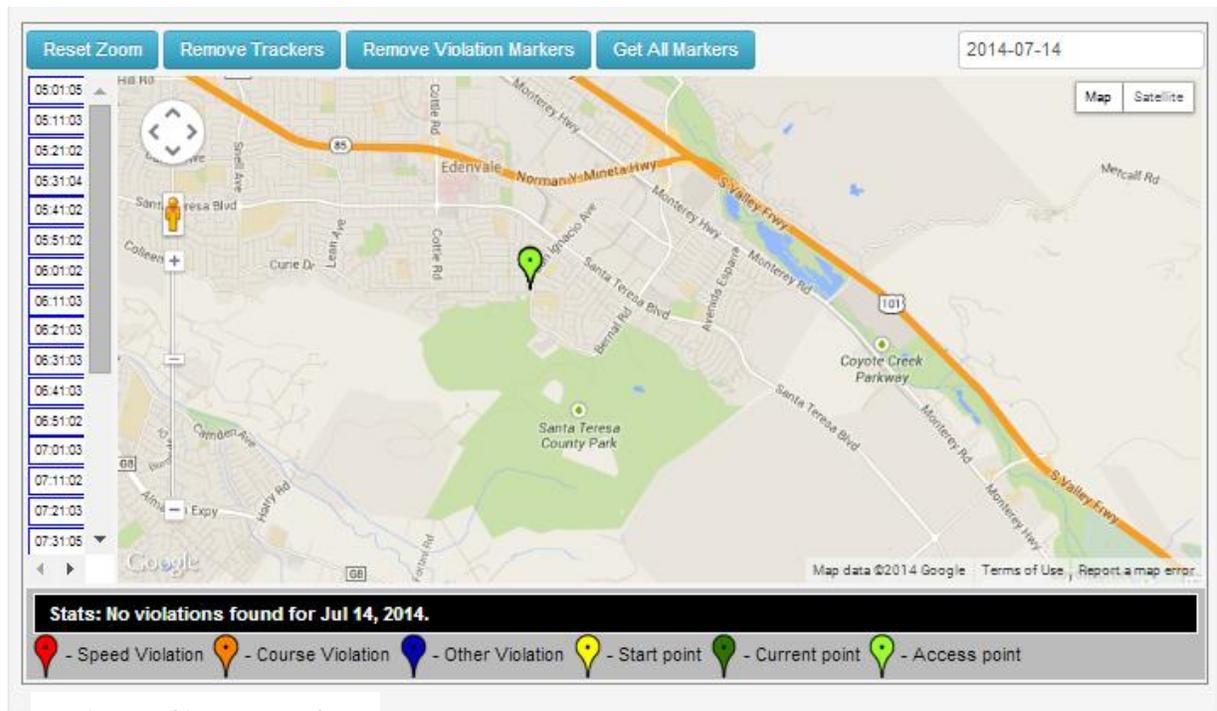
Because a ride is often not the only need of a client, OUTREACH social service case managers have been cross-trained as mobility managers. Thus they can address the other needs a caller may have like food assistance, housing, issues with social security, energy assistance, and other benefit programs, or provide information and referral/assistance when appropriate.

In 2011, OUTREACH received a VTCLI (Veterans Transportation and Community Living Initiative) grant to establish a one-stop web-based transportation information system for the region (www.onecalloneclick.org/ocis). This grant will allow updates to the telecom system to bring in higher levels of functionality at the main facility and with remote facilities and partners, and create additional analytical information that can be used for continuous improvement.

OUTREACH's Mobility Management Center

The MMC concept was implemented in 2009 through a California Department of Transportation mobility management planning effort and in partnership with the Metropolitan Transportation Commission (regional metropolitan planning organization). OUTREACH credits its local transformation to a MMC to federal and national endeavors: FTA's "United We Ride" vision coupled with the team training and other expertise provided by Easter Seals Project ACTION Mobility Planning Services Institute, grants from the National Center for Senior Transportation, and training and support from the Community Transportation Association of America (CTAA) Institute for Transportation Coordination.

OUTREACH integrates the following services with and through its Mobility Management Center:



Active Tracking Screen Shot

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1. Transportation Brokerage with Automated Scheduling and Payment for Rides

The OUTREACH brokerage service uses automated scheduling and vehicle routing and tracking (AVL/GPS/MDT) technology to coordinate its fleet operations with volunteer and third-party-provider services. Call-center agents access the web-based dashboard for scheduling and reporting trips on any of these services. The MMC web interface includes a virtual payment system integrated with the scheduling system that allows clients to establish "pay-as-you-go" accounts, thus eliminating the need for fare equipment and cards. This system also facilitates the automated distribution of rider fares to client or authorized third parties that partially or fully subsidize riders' fares, as well as the distribution of actual trip costs, in whole or part, to multiple third-party funders (e.g., human service agencies, community agencies, donors). This approach eliminates the need for

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in-vehicle fare equipment and any exchanging of cash, tickets or tokens between riders and drivers. As a large brokerage, OUTREACH's fleet is fully equipped with ITS for tracking purposes. OUTREACH understands that partner agencies, especially other social service agencies, need low-cost options for their services or volunteer trips, and with this coordinated scheduling across modes, the MMC is able to match riders with the most cost-effective mode. Agency partners, nonprofits, and service providers can access the OUTREACH mobile vehicle tracking application (<http://www.tripnettracker.org>) for real-time vehicle locations. The app, under beta testing in summer 2014, runs on a tablet device or a smart phone.

2. Coordinating Eligibility Across Programs

The MMC operates as a single point of entry for clients across a range of mobility programs, which allows the center to coordinate eligibility services. Unique ID numbers seamlessly link clients to all services, programs, funding sources, subsidies, histories, and a number of other attributes. For example, a low-income, older individual with a disability, when applying for public paratransit, will be informed of eligibility in other programs and services for which he/she qualifies such as senior transportation, volunteer driver options, discount taxi, free or discounted fixed route, travel training, and so forth. Another applicant applying for an employment program will also be informed about mobility options that include car repair, bike-to-work, gas cards, car seats, bus passes, and taxi debit cards, among other choices.

3. CTSA for Coordination with Health and Human Service Transportation with Paratransit

California's Social Service Transportation Improvement Act of 1979 established CTSA's (consolidated transportation agencies), which work to coordinate public and private health and human service transportation with linkages to public paratransit, fixed route, and other transportation offerings. As a CTSA, OUTREACH works to minimize duplication of efforts while maximizing efficiencies through coordination, procurement, vehicle sharing, cost-sharing, training, scheduling, dispatching, and other arrangements. OUTREACH utilizes FTA grants under Sect. 5210, 5316, 5317, 5309 programs, among other sources.

4. Web Portal for Collaborative, Self-Reliant and Person Centered Mobility Management Options

OUTREACH staff and other nonprofits, at no charge, can access OUTREACH's Web Portal (<https://outreachmmc.org> – TripNet Module) to manage members, mobility options, discounted taxi trips, van trips, gas cards, and subscription trips; buy seats from another nonprofit; vehicle loan or share; operate a volunteer driver program; manage biking and walking programs; accomplish trip reporting and fleet inventory; and complete many accounting activities, such as collect payments, compensate vendors, and invoice third-parties.

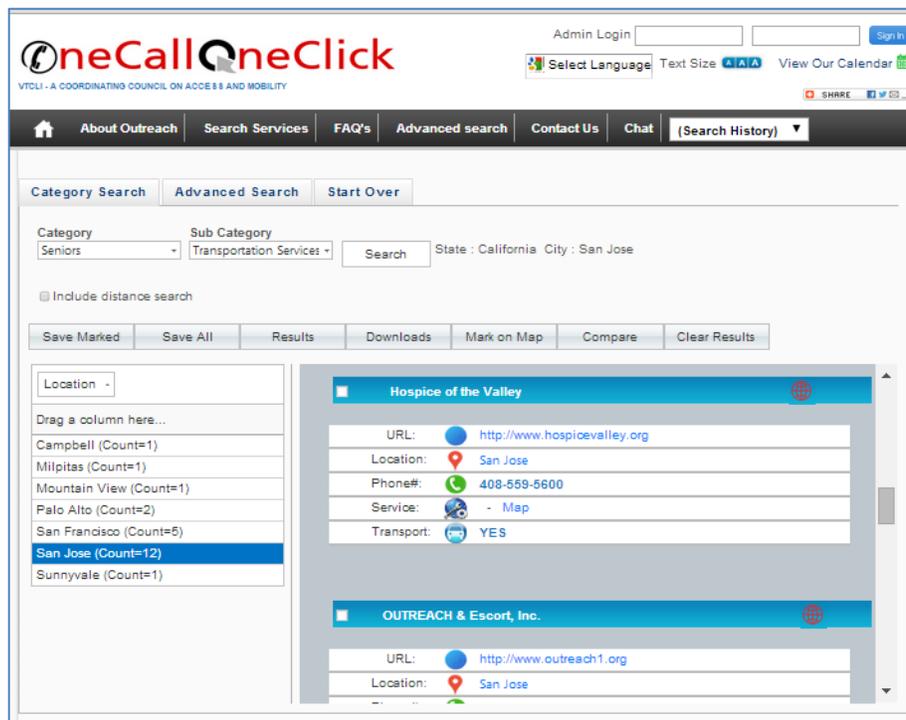
5. The MMC and Emergency Planning Resource Management

The MMC's web-based tools allow multiple entities to include their vehicles and drivers in a comprehensive fleet inventory system for coordinating in the event of a community emergency or disaster. Other data in the emergency-planning system include GIS mapping of at-risk individuals who will need transportation assistance in an emergency, location of accessible shelters, location of evacuation routes, and links to emergency communication systems. These resources can be accessed by first responders and public agency partners during an emergency.

OUTREACH's One-Click Center

In 2011, OUTREACH received a VTCLI (Veterans Transportation and Community Living Initiative) grant to establish a one-stop web-based transportation information system for the region (www.onecalloneclick.org/ocis). With funding contracts in place, OUTREACH began on this project in FY 2014. The one-click website has a searchable resource database; an app that would allow the content to be accessed through mobile devices is being beta tested in mid-2014.

The search database can be viewed in customers' choice of language and font, and the search results can be saved or emailed to customers. Once the website is completed, the actual service area of the provider will be mapped, as this is often a more informative means of showing the data than simple



A sample page from the www.onecalloneclick.org/ocis site

address/location information. Resources can be viewed side-by-side so customers can compare various items, such as eligibility criteria, fees, and service area. The website will have the capability to integrate chat and live calls into the telecom system and with a click, customers will have immediate access into the phone system in the appropriate queue for live assistance.

In line with the goal of the VTCLI grant of include more veterans in planning services and providing them with more services, OUTREACH is has hired several veterans, joined multiple veteran-focused collaboratives, and executed 15 MOUs with external parties serving veterans. All parties are collaborating on building the resources for the searchable database and working together on innovative mobility options, such as offering taxi debit cards, bikes, door-to-door rides, bus passes, and any other number of options to veterans and their families facing barriers to work, school, health care, and other

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destinations. OUTREACH is rolling out this project with VTA and two other transit agencies, Marin Transit and Monterey Salinas Transit.

Monitoring and Evaluating the Service

In the call center, ITS/IT reporting functions are used as a management tool to analyze system performance, provide customer service information and to prepare data for reporting to funders and other third-parties. The system enables the import/export of data to spreadsheets and other applications and can collect data in a number of user-defined reports.

The quantifiable data related to applicants, participants, and services reflects the nature of the mobility option or assistance provided and characteristics of rider (e.g. low-income person, Veteran, senior), and the trip. Trip data consistent with National Transit Database (NTD) reporting are readily available. Mobility options and benefits are tracked more in the tradition of social service data reporting, including but not limited to number of applicants, participants, mobility options, or benefits selected (e.g., gas cards, car seats, free bus passes, bikes, participation in organized walking programs, travel trainings, taxi debit cards); on numbers served; and information and referral, and information and assistance counts.

Collaboration and coordination are quantified by data collection, including but not limited to, the number of information and enrollment workshops conducted for prospective program participants, the number of information workshops conducted for community partner organizations and the public, and the number of MOUs with partners. Customer surveys provide direct feedback for evaluation and continuous improvement and evolution of the MMC service model.

The one-click site will have the capability to collect analytical data on new or prior user interests, search types, use of chat features, the ability to track usage by date, search items, location, and time, among other analytics. In addition, it will include a feature to ask users in real-time if the information met their needs and, if not, provide the option to connect with a live operator or leave an email or phone number for further assistance.

Moving Forward

In addition to finalizing the features of the one-call and one-click activities now in beta testing, as mentioned above, OUTREACH is working on the design of interoperability and communication of client information and scheduling solutions via the cloud for coordination as well as applications that enable divergent software scheduling systems to share.

For more information on this project, contact Katie Heatley at katieh@outreach1.org.

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San Diego's FACT

A One-Call/One-Click Service Integrated with a Transportation Brokerage

Full Access & Coordinated Transportation (FACT) is a non-profit mobility management center, designated in 2006 as the consolidated transportation services agency for San Diego County. The nonprofit works toward its mission to “assist San Diego County residents with barriers to mobility to achieve independence through coordination of transportation services.” To accomplish its mission, in 2008, FACT committed to providing county residents with one-call access to appropriate transportation services in the community. That commitment is shared by local elected leaders. FACT's board is chaired by a county supervisor and three of its eight current board members are elected officials.

Establishing a One-Call Center for a Mixed Urban/Rural County

The one-call center, operating since 2006, matches callers with the best transportation option for their needs, choosing among public, private, and social services transportation providers. FACT connects callers with rides on the publicly funded services to the extent possible, including NCTD Lift, MTS Access, and its own RideFACT.

FACT manages a database of over 150 San Diego County transportation providers. The services include mass transit, volunteer-based services, social services transportation, and veterans transportation, as well as numerous specialized and accessible services. The database also includes for-profit taxicab and medical van services. On average FACT provides 2,405 referrals a month to its brokered providers and other services. FACT's website has a travel planner that riders can use to find referrals directly. On average 1,292 web-based referrals are provided each month.

When riders call the center, the operator asks the caller questions to determine their eligibility for the different available transportation services, and to determine which option is most appropriate. If no appropriate service is available, FACT fulfills the ride using one of its 14 brokered providers through its RideFACT program. This includes riders who are outside ADA paratransit service areas, or are not eligible, as well as riders who cannot afford private transportation providers, with no restriction on trip types. When FACT takes a reservation for its RideFACT service, typically a reservation is made in real time and after confirming with the transportation provider (one of the vendors in FACT's brokerage), the rider receives a confirmation call on the evening before the day of travel. Where permitted, MOUs are in place with FACT's vendor agencies to permit ride sharing.

The fare charged to the rider is low and does not increase due to non-ambulatory status. Riders pay fares that are distance based and range from \$2.50 to no more than \$10.00 for rides that cover longer distances (20 miles and over). FACT subsidizes the cost of the trip paid to the service provider with grant funds and other revenues. By May 2014, the average cost of a one-way purchased trip was \$19.50, down from a previous high of \$42.00, with the current average one-way trip length of 12 miles. FACT attributes its ability to procure trips at such low rates to two main reasons: 1) its centralized role as both a call center and broker, and 2) its inclusion of non-profit and social service transportation in its brokerage. FACT has also used both Federal Transit Administration Section 5310 and Section 5317 New

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Freedom grant programs to purchase wheelchair-accessible vehicles for its brokered providers to lower its transportation expenses.

FACT recently entered into collaboration with 2-1-1 of San Diego for a pilot project to provide call center coverage for its late evening and early morning phone calls through the 2-1-1 call center. Presently this is a free service provided by 2-1-1. This arrangement allows FACT to provide round the clock customer service for some of its contracted services without hiring additional staff.

Integrating Information into a “One-Click” Website

FACT’s website (www.factsd.org) also provides consolidated information on all the transportation services available in San Diego County. Customers can input their origin and destination, and based on those criteria, receive a listing of applicable transportation services. The list includes the name and description of the service, contact information, hours of service, costs, and eligibility. It also provides a space for customers to give feedback on the quality of the service received through the provider.

Expanding and Enhancing the One-Call Service

In 2012, FACT received a \$2.05 million Veterans Transportation and Community Living Initiative grant to improve the accessibility of information for San Diego County’s transportation services, particularly to the region’s veteran and military populations. The San Diego region is the site of over 16 military facilities/bases, a major Veterans Affairs hospital, and the largest concentrations of active duty military in the nation. FACT’s active partners in this grant project are the San Diego Association of Governments (SANDAG; fiscal partner) and the information resource (2-1-1 of San Diego) as implementation leader. Other supportive partners include the San Diego Veteran’s Coalition, San Diego County HHS, Marine Corp Recruiting Depot’s Fleet & Family Services, Wounded Warriors, and San Diego Military Advisory Council.

The project includes a more comprehensive directory of resources, a one-click transportation website, 24/7 live telephone service, a free mobile transportation application for smart phones, and at least 20 interactive transportation kiosks at military facilities, workforce one-stop centers, and other veterans sites, as well as enhanced local planning via trend identification and gap analysis.

The 24/7 enhanced one-call center will be an integration of two existing call centers: that of 2-1-1 and FACT. The new call center service will be built on 2-1-1 San Diego’s InContact cloud-based telephony solution, which provides true virtual hold, 100% call recording, a call back system, and automated client and satisfaction survey system. The database supporting the call center, again consolidated from the three partners’ databases, will also be used to populate the website, mobile app, and kiosks.

FACT was funded in the second round of VTCLI grants and started the project recently after the FTA and local coordination agreements were completed. The project is in its early stages of implementation. FACT, SANDAG, and 2-1-1 have established a project steering committee that meets monthly and has outlined the project timeline and established milestones and tasks for each agency. FACT has developed a survey that will be circulated countywide to assess Veterans travel and mobility status and needs. 2-1-1 hired an IT manager to oversee the merging of FACT and 2-1-1 data and technology. 2-1-1 is working

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on procurement specifications for the mobile phone app and 20+ kiosks that will be installed at key locations in San Diego County.

Innovative Features of the Existing One-Call Center

FACT's call center is notable for the sheer number of transportation providers it has access to in its database. Its close collaboration with 2-1-1 San Diego is also a model that is seen in very few places in the United States.

The screenshot shows the FACT website interface. At the top, there is a navigation bar with links for Home, Services, Resources, About Us, Meetings, and Contact Us, along with a search bar. Below this is a prominent "FIND A RIDE" section with input fields for "Your pick up location" and "Going to", and a "Find a Ride" button. A secondary search bar for "Search Public Transit" is also present. The main content area features a "Programs" section with a descriptive text and an image of a person assisting an elderly woman into a van. Below this is a "Transportation Services for the General Public" section listing various providers and programs.

Facilitating Access to Coordinated Transportation

Home Services Resources About Us Meetings Contact Us Search

FIND A RIDE Your pick up location Going to Find a Ride

Browse all Service Providers Need Help Planning Your Trip? FAQs Search Public Transit

Programs

FACT is your source for information about public and private specialized transportation providers for seniors and people with disabilities.

Transportation Services for the General Public

| | |
|---|--|
| 24-7 Taxicab | Fallbrook Taxi |
| A Better Solution In Home Care Transportation | Fun, Love & Care Transportation |
| AAA Transport, Inc. | Golden Health Transportation |
| Ability Center Accessible Vans (Rent/Buy) | Heritage Senior Care Transportation/Escort Program |
| Alpha Project Outreach Program | Hostelling International - San Diego - Downtown |
| Alta Golden | Hostelling International - San Diego - Point Loma |
| American Cancer Society's Road to Recovery | iCommute Guaranteed Ride Home |
| At Your Home Familycare Transportation | Joan's Journey Senior Transportation Program |
| Care 4U Mobility Non-Emergency Transportation | Lake San Marcos Kiwanis Club CARE Drive Program |
| Care A Van | Love 2 Live Care Services |
| Carlsbad West Taxi Company | National Runaway Home Free Program |
| CCSA - Clairemont Service Center | National Runaway Switchboard |
| CCSA - Joyce Spudis Center | No Vacancy Transportation Program |

Monitoring and Evaluating the Service

FACT's transportation service is relatively new; it began as a pilot in early 2012 and was implemented in all San Diego County in mid-2012. FACT is focused on implementing a full performance measurement program, building on the following metrics already in place:

- Total number of trips provided, reported per month
- Number of trips provided, categorized by city and by distance, reported per month
- Average cost per trip, reported per month
- Average mileage per trip, reported per month
- Data on safety of service delivery

In addition, some of the contracted services provided through FACT also collect data for on-time performance, missed trips, and no-shows on a daily basis. FACT is in the process of applying the same daily reporting process across all its brokered services. FACT also collects anecdotal evidence of its effectiveness through feedback directly from riders and from those agencies whose customers use FACT's services.

Technology will be purchased with the VTCLI grant will enable FACT to track specific performance measures of its call center.

Moving Forward

It is anticipated that by mid-2016 when the VTCLI project is fully implemented, FACT will offer mobility management services seamlessly 24/7 due to the integration of FACT referral services with the 2-1-1 call center. FACT will also become a part of the emergency response network for providing relief and assistance to seniors and others with mobility barriers during fires and other emergencies.

For more information on this service, contact Arun Prem, Executive Director, FACT, at aprem@factsd.org.

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Scott and Carver County, Minnesota

A One-Call Center Operated with a Centralized Data Warehouse

SmartLink Transit, a county-run service, covers two counties in southeastern Minnesota: Scott and Carver. The two counties joined forces in 2009 to form SmartLink, and now operate throughout the mixed rural/small urban region. SmartLink offers general public service, delivered on a demand-response basis; the Blue Xpress fixed-route service, which operates between the cities of Shakopee and Prior Lake to downtown Minneapolis; and a circulator service in the city of Shakopee that can be flagged down at any point in the route. SmartLink also provides trips for human service agency clients under contract to those agencies, including nonemergency medical trips (NEMT).

Establishing a One-Call Center for Many Customer Types

The transition to a one-call center for Scott and Carver County riders was facilitated by the fact that both counties already jointly operated a transit system and had existing agreements with local human service agencies to provide rides. The only rides the counties were not providing before establishing the one-call center were the Medicaid (NEMT) trips. However, in 2010, the state legislature decided to change from a state-administered brokerage of NEMT trips to a county-based system. This meant that Scott and Carver Counties could now fold the NEMT trips into their existing scheduling and dispatching system, a move that led to the expansion of its center.

SmartLink established its one-call center in February of 2010 to coordinate rides and data provided through on its own demand-response service, NEMT trips, human service agency trips, volunteer driver trips, and private mileage-reimbursed trips. All trip requests are handled through the one call center. Call center operators determine customer eligibility and identify the most appropriate and least costly transportation option for the customer. Customers do have a choice of transportation service, but most providers prefer trips close to their base because they only get paid for loaded miles.

Eligibility for each customer is done on the first of every month. SmartLink sends DHS a report of current customers, and DHS responds with an updated list, which is then loaded automatically into SmartLink's centralized database warehouse, then fed into its scheduling system.

When customers call for a ride, they are either placed on a SmartLink service or with one of the transit agency's contracted providers. Trips provided by SmartLink or third-party operators for confirmed eligible customers are routed to the transit scheduler, fed into the system's scheduling software, and distributed to the driver's mobile data computers or volunteer's schedule. As long as SmartLink has the capacity, callers can request last-minute trips and same-day trips. SmartLink maintains contracts with additional providers that are certified to do NEMT trips. When the agency's regular operators lack the capacity for their trips, SmartLink posts the available trips on a secure website and the supplemental providers can accept or reject trips for the next day.

Innovative Features

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The switch to a county-based brokering system has saved each county thousands of dollars. Before 2010, SmartLink was approximately 60,000 rides annually, and paying the broker \$5.72 for each trip it coordinated, costing Scott and Carver Counties over \$340,000 each year in administrative fees. Once the call center took over the NEMT rides, the administrative cost was reduced to \$2.12 per trip, saving each county over \$100,000 per year.

Once the expanded call center was in place, Scott and Carver Counties focused on improving the efficiencies of the call center operations to eliminate, among other things, the need to fax trip requests to third-party providers. The decision was made to create a type of data warehouse, in which any qualified transportation provider could enter information on trips requested and provided. Those data were fed directly into SmartLink's scheduling software, enabling a fully automated manifest as well as trip report to be generated, including passenger trips, revenue hours, service hours, and miles traveled. This enabled the counties to separate out trips by funder type for reporting purposes, service area, etc.

On the financial side, this data warehouse vastly improved the counties' billing and payment processes. Originally, billing for all types of trips—NEMT, transit demand-response, ADA, and human service agency trips, and third-party trips—was done through the two counties' accounting departments. To enable this process to become more automated and leverage the data already stored in the data warehouse, and to allow the accounting software to talk to the scheduling software with all the trip data, the counties built software that translated data between the two systems. This meant that SmartLink was able to send out a trip to a third-party provider; the provider could then automatically accept or reject a trip with the push of a button, and once the trip was completed, input the trip data into the data warehouse, out of which the accounting software generates a payment through a link to the county's financial system(Lawson). This seamless process enables providers to receive their payment much quicker, and the agency to have immediate, detailed data on trips and payments. This system allows SmartLink to bill DHS and receive its reimbursement in a timely matter.

Another area in which the counties looked to implement efficiencies was in the customer certification process. At the time, the county employees were spending 24-30 hours manually recertifying customers for the NEMT and ADA rides at the beginning of each month. Once the data warehouse and related billing procedures were in place, the county began to send a single file to the state on NEMT customers. The state checks that certification, sends it back to us through the data warehouse, the data warehouse then downloads it into the scheduling software. This has basically eliminated about 30 hours per month of county employee hours that were being used to certify clients.

Monitoring and Evaluating the Service

At this time the counties use the monthly bill to monitor their costs. SmartLink also monitors the providers of the service contracts and does monthly "spot" checks to ensure that there is no abuse of the system and that NEMT customers really do have appointments to the places that SmartLink takes them. SmartLink has already found some fraud and reported it to the DHS fraud line for action.
Anecdotal

Moving Forward

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SmartLink is now looking into additional features it can add to its system. For example, with the centralized data warehouse where other providers can see available trips, they are looking at how they can take the next step and begin to share trips. They are also looking at how to streamline trip booking with connecting rural to small urban trips, and then connecting those to fixed-route rail and bus trips to larger urban areas.

The data system is also being looked at as a model for the Dept. of Human Services to track its client trips so it can better calculate monies spent on those trips. The department is also looking at an overhaul of its system to create better procedures and better customer service while at the same time getting better turnaround times for payments and other processes.

For more information on this project, contact Alan Herrmann, at AHerrmann@co.scott.mn.us.

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Kansas City’s “Link for Care” Website

A One-Click Service Integrated into a Medical Center’s Patient Information Site

Kansas City, Mo., and the surrounding communities faced the issue of having many transportation resources that could assist military veterans, people with disabilities, older adults, and people with limited income in reaching needed destinations. The difficulty lay in connecting people with the knowledge about those services and how to use them. As of 2010, the only comprehensive resource providing this information was a good but dated guide published by Jewish Family Services in 2008. Other agencies—United Way/211; Jewish Family Services and its volunteer-based transportation program, JetExpress; University of Missouri in Kansas City (UMKC), the Midwestern Center for Nonprofit Leadership; and an active duty military wife working solo—all had some version of a directory of transportation services. Still no consolidated guide existed, but was something that each partner had expressed interested in seeing developed.

One county-level political leader, who had been active in regional transportation issues, had lost his sight in the year before the project started. His quest to find accessible transportation made him realize how fragmented existing sources of information were. He became a champion of the one-click project along with the other regional stakeholders.

In addition, the Kansas University Medical Center, which hosted a Link for Care website with information on medical services, housing, and many other support services, realized that the website infrastructure was outdated, and if updated, could provide more robust assistance to the community. Having the website infrastructure already in place the team was able to focus resources towards developing an easy to use interface that enhanced the customer experience.

Steps to Launching a One-Click Service

In 2010, the Mid-America Regional Council (MARC), with the backing of its Kansas City area partners (UMKC, Kansas University Medical Center [KU]), applied for a federal Veterans Transportation and Community Living Initiative (VTCLI) grants. The purpose of those grants was to provide capital assistance to communities developing a call center- or website-based source of consolidated transportation information.

It was decided that the Link for Care website would become the foundation for this new Internet-based service. The main tasks the website development team identified were to 1) identify all interested partners; 2) develop a wide-ranging, in-depth directory of transportation services; 3) through focus groups, identify what features needed to be built into the website to ensure its ease-of-use for veterans and the general population; 4) select a vendor to build the new website, with mobile device capacity; 5) devise a strategy to maintain the currency of data on the website; 6) plan outreach to publicize the availability of the new website.

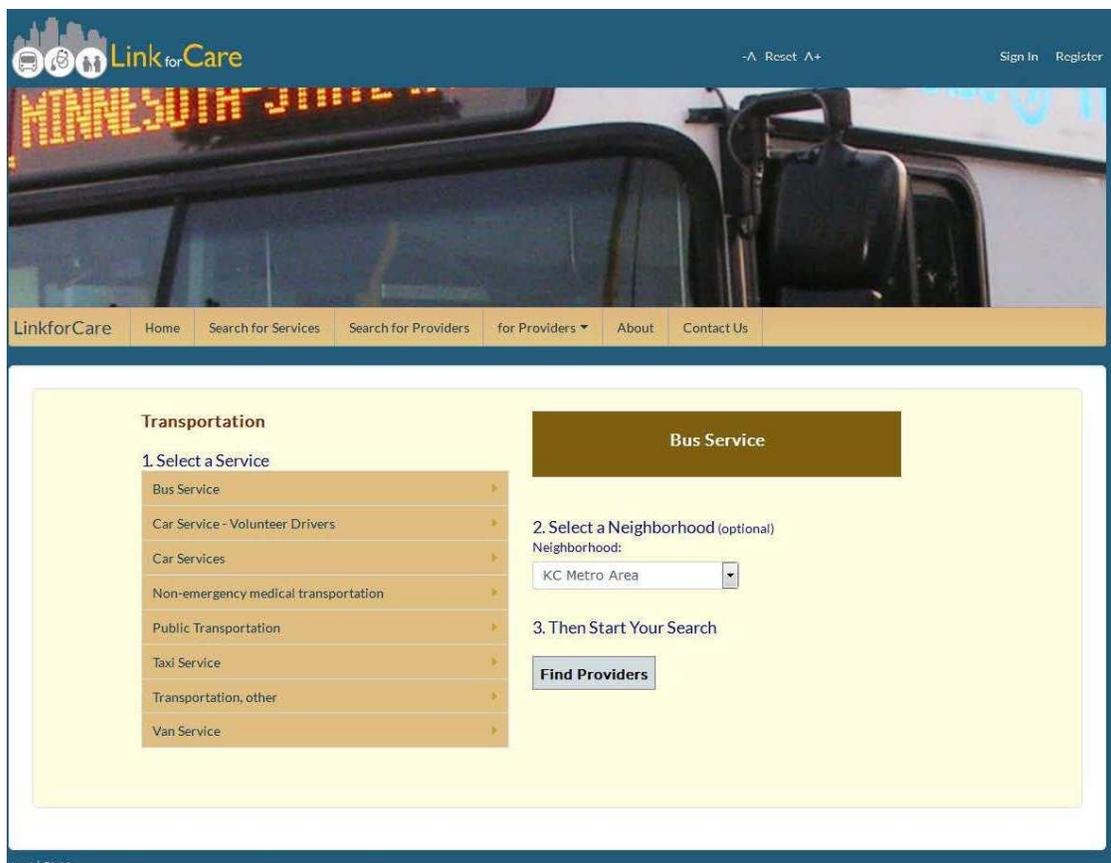
With MARC taking the lead, and with a successful application for the VTCLI grant, the region set about building a comprehensive, easy-to-navigate, website that allowed residents in 9 counties to identify transportation resources that would bring them to medical, social, employment, and any other destinations that were important to them. MARC coordinated the transportation information and

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project activities, including procuring the web designer for the new site. KU oversaw the production of the new website, and UMKC held the focus groups that responded to and suggested improvements to the early versions of the site.

The special transportation committee with oversight for the project included providers of transportation to targeted populations; social service agencies in the mental health, employment, poverty, disability, older adults, and veterans fields; as well as the Dept. of Veterans Affairs. The project team met monthly by phone or in person, and was kept on task through regular reporting to the special transportation committee and responding to feedback and direction from the committee members.

The new Link for Care website (linkforcare.org) provides information on transportation and 11 other types of resources, with over 1,400 services listed delivered through 9 counties, 119 cities. The transportation information reflects data on over 60 transportation providers and follows this protocol: 1) select a type of transportation service, 2) select the geographic area, 3) receive a list of matching transportation providers, and 4) view comprehensive data for each service (and where appropriate, link to the provider's website).



The screenshot shows the LinkforCare website interface. At the top, there is a navigation bar with the LinkforCare logo, a search bar, and links for Sign In and Register. Below the navigation bar is a main content area with a search form. The form is titled "Transportation" and has a "Bus Service" button. The form includes a list of service types, a "2. Select a Neighborhood (optional)" section with a dropdown menu for "KC Metro Area", and a "3. Then Start Your Search" section with a "Find Providers" button.

LinkforCare Home Search for Services Search for Providers for Providers About Contact Us

Transportation

1. Select a Service

- Bus Service
- Car Service - Volunteer Drivers
- Car Services
- Non-emergency medical transportation
- Public Transportation
- Taxi Service
- Transportation, other
- Van Service

2. Select a Neighborhood (optional)

Neighborhood:

KC Metro Area

3. Then Start Your Search

Find Providers

Sample search page from LinkforCare website

Innovative Features

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One innovation has been in the area of keeping the website data updated, an area that has always been a challenge for transportation-information sites. The project team has notified all providers listed on the site that it is their responsibility to keep the information updated. Every 6 months, an automatic email is sent to all listed providers asking them to log into the site and confirm their information and/or change it as necessary. Providers have two weeks to respond; if they don't respond, a second email is sent, and then one week later, a phone call is made to the provider. If none of these efforts results in a response by the provider, their information on the website is blocked.

Another innovative feature is the individual's ability to create the account, customized to their choices. This streamlines future trips selection for the individual. The account saves user's previous search criteria and the names of the providers' that reflect those search criteria

Monitoring and Evaluating the Service

The project results are being measured with both quantitative and anecdotal measures. Quantitative measures include web statistics (number of unique users, number of return users, number of pages clicked on (showing among other things which transportation providers are relevant for users), geo-location of users, and number of individual registrations on website, identifiable by those that have a disability, are an older adult, etc.

Anecdotally, since the site went live in November 2013, the project team has heard directly from transportation providers, human service providers, and case managers that they love the website. Customer feedback shows that the site user friendly, and contains comprehensive information, although much of it isn't new information.

An additional performance measure is the extent to which the site is accessible. The site was designed following criteria in Section. 508, tiers 1-3, and has met all those criteria.

Moving Forward

As the project progressed, the team realized that the momentum from the project could be carried forth to promote more coordination among transportation providers. In September 2013, the Regional Transit Coordination Council was formed, with representation from elected and other city officials, transportation providers, MARC, private and public donors. This council guides the coordination efforts from a funding and operational standpoint.

With Sect. 5310 funding, MARC is doing a mobility management alternatives analysis, complete with public and stakeholder comment opportunities. The one-click center is the first piece of the infrastructure needed to improve the level of coordination. One task is to map all the service gaps in the region, now that the area has a geo-located mapping of existing services. The region is now working on filling those gaps through coordination, expansion of existing services and addition of new services.

The region is now looking to build a robust one-call center, using the data gathered for the website. It is also looking at adding trip planning related to regional fixed-route services. The project team is continuing to market the LinkforCare website.

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For more information on this project, contact Tyler Means at tmeans@marc.org.

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Michigan Statewide One-Call Service*

Coordinated and Efficient Access to Help through the 2-1-1 Service

Callers from any part of the state of Michigan can now call their regional 2-1-1 office and be connected with information on transportation services. The Michigan Association of United Ways and Michigan 2-1-1, in collaboration with the Michigan DOT, has created a consolidated, statewide database of transportation services that can be accessed on-line and through its 24/7 call center in over 180 languages.

Given its strong existing relationships with service providers, such as workforce development and training agencies, independent living/aging organizations, and disability services, the 2-1-1 has been able to facilitate the collection and update of the data it collects. Memorandums of Understanding are in place on a county-by-county basis between the 2-1-1 service provider and the local Child Care Resource and Referral Agency, Senior I&A/R Agency, Crisis Intervention Program/Agency, Military Family Centers, Volunteer Centers, Disability Resource Centers, and Employment & Training.

Steps to Launching a One-Call/One-Click Service

Before 2011, the regional 2-1-1 information centers maintained their own database of local services, including transportation services. In 2011, the Michigan DOT received a Veterans Transportation and Community Living Initiative (VTCLI) grant, and chose to partner with the Michigan United Way and its subsidiary Michigan 2-1-1 to create a true statewide transportation one-call/one-click service. Individuals seeking a ride can look for options on-line through the statewide www.mi211.org website or they can contact their regional 2-1-1 information center by dialing 2-1-1 or the toll-free statewide number (1-844-875-9211).

The first step for developing the statewide one-call service was to create a single, comprehensive statewide database that each regional 2-1-1 center, as the telephone operators for the one-call service, could access. In addition, all eight regional 2-1-1 information centers were transferred to a shared statewide contact management (phone, email, chat, and text) platform that allows call sharing, load balancing, and the implementation of standard performance metrics across the system. Thus if a caller needs to be connected to a different regional 2-1-1 office, the call center operator can do a “warm transfer” to that office and stay on the call until it is answered. Callers contact transportation providers directly, although in special cases a 2-1-1 agent could initiate a conference call with the provider and client.

The database consolidation entailed paring 65,000 entries in eight local databases to 29,500 programs and services based at 7,900 agencies in a shared, statewide database by eliminating duplications and invalid records. 2-1-1 staff also researched transportation options in every county of the state, surveying

* This brief is one of five briefs on one-call/one-click services, included in the “Promising Practices in Mobility Management” series, by the National Center for Mobility Management. Methodology for choosing the subjects of these five briefs, and links to the other briefs can be found at <http://nationalcenterformobilitymanagement.org/onecall-oneclick>.

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over 1,785 political jurisdictions (county, city, township, village) to verify five types of transportation services, adding or updating over 500 transportation resources. Only three counties' services are not included in the database, and two of those will be added in the coming month. Through this process, the revised database was also made more robust, with links to other types of services the caller or website visitor may want to find, such as housing or meal information.

Resource managers and outreach staff in the regional offices are all assigned primary responsibility for maintaining data current for a local region. They keep current with services by verifying information from listed providers at least once per year and by attending community meetings and other local events and scanning local resources, such as newspapers to identify new services.

Innovative Features

The efficiencies gained through the single database management and statewide call routing allow 2-1-1 to serve more callers at a lower cost. Over the course of the grant the Michigan 2-1-1 partners are on track to extend 2-1-1 access from 93% of the state population to 100%. Finally, the website added the

Michigan 2-1-1 Online Database x +

97932;Transportation;Transportation;1319;General Paratransit/Community Ride Programs

Sample search from the 2-1-1 website

Find the help you need > **Transportation** > **General Paratransit/Community Ride Programs**
Programs that provide flexibly scheduled and routed door-to-door (or curb-to-curb) transportation services for the general public. Patrons generally have no private transportation and are unable to use the fixed-route public transportation system, or live in a rural area not served by a public transit system.

1 Location offering the requested services to residents of the 48701 postal code. Providers are listed by priority/proximity

| | | | |
|-------------------------------------|---|----------|-------------------------------------|
| HUMAN DEVELOPMENT COMMISSION | (989) 673-8488 Intake Thumbody Express http://www.hdc-caro.org | view map | Tuscola County 11 miles from you |
|-------------------------------------|---|----------|-------------------------------------|

click for more info on [GENERAL PARATRANSIT/COMMUNITY RIDE PROGRAMS](#)

THUMBODY EXPRESS [hide details](#) [print service details](#) [send to phone or email](#) [view parent agency](#)

Service description: Public transportation system providing friendly, curb to curb service to Almer and Indianfields Townships and the City of Caro, with limited service to Cass City, Mayville, and Vassar.

Eligibility: None.

Application process: Call 989-673-8488 to schedule rides.

Documents required: No documents required.

Fees: Adults (18-59).....\$2
Youths (5-17).....\$1.50
Seniors (60+).....\$1
Handicapped**.....\$1
Children (under 5).....Free (when accompanied by adult)

Payment method: Cash.

Service hours: Irregular - call for details.

Services: General Paratransit/Community Ride Programs

Site area served: Huron County,
Lapeer County,
Sanilac County,
Tuscola County.

Site hours: Mon-Wed 7:30am-5:30pm
Thu 7:30am-5pm
Fri Closed

Location: Located on Montague Avenue between Butler Street and Alexander Street.

Last Updated: Jan 10, 2014

Other services at this location

- ADULT DAY PROGRAM CENTERS | ADULT DAY SERVICES
- ADULT RESPITE CARE | RESPITE CARE
- CAREGIVER TRAINING AND SUPPORT GROUPS FOR OLDER ADULTS | CAREGIVER TRAINING AND SUPPORT
- CASE/CARE MANAGEMENT FOR OLDER ADULTS | CASE COORDINATION AND SUPPORT
- COMMODITY SUPPLEMENTAL FOOD PROGRAM THROUGH GOVERNMENT SURPLUS | COMMODITY SUPPLEMENTAL FOOD PROGRAMS
- COMPREHENSIVE INFORMATION AND REFERRAL | INFORMATION AND REFERRAL
- CONGREGATE MEALS/NUTRITION SITES | CONGREGATE MEALS
- DOMESTIC VIOLENCE SHELTERS, COUNSELLING, AND SUPPORT GROUPS | THUMB AREA ASSAULT CRISIS CENTER 800-292-3666
- DRUG/ALCOHOL TESTING AND EDUCATION | OCCUPATIONAL HEALTH AND SUPPORT SERVICES
- EARLY HEAD START | EARLY HEAD START
- FOOD PANTRIES | EMERGENCY FOOD ASSISTANCE PROGRAM

capacity for an unlimited number of people to access information from Michigan's most comprehensive

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health and human service database including transportation services at very little ongoing additional operating cost.

The work accomplished under the VTCLI grant have also positioned the Michigan 2-1-1 system to develop new partnerships and secure additional funding to sustain the service, including a collaboration with the newly launched Michigan Veterans Affairs Agency (MVAA) hotline that use the 2-1-1 contact management platform and allows the sharing of calls and referrals between MVAA and 2-1-1. The Upper Peninsula 2-1-1 also provides afterhours support for the hotline, ensuring veterans and military families can connect with a live person 24/7/365.

Monitoring and Evaluating the Service

Tracking the performance and impact of its services has always been integrated into Michigan 2-1-1 services. The measures used include

- Real-time caller data, including demographic and needs information
- Web analytics from the 2-1-1 statewide website
- Volumes of calls from targeted population groups based on age, affiliation (e.g., veterans), community, need areas
- Follow up calls with a percentage of callers to track customer satisfaction and user outcomes

In addition, Michigan 2-1-1 maintains full transparency on its operations, allowing any individual to download performance reports from its website, selected by customer characteristics, specific time period, category of requests, and other measures.

Moving Forward

At this point, the Michigan 2-1-1 call center is a comprehensive, information-and-referral service; 2-1-1 currently does not have the funding to provide full multi-modal trip-planning assistance.

Additional features that are planned to be added to the 2-1-1 service, include the following:

- Several 2-1-1 information centers are testing text messaging with the goal of expanding text capacity statewide as funding and capacity permit
- Testing of a 24/7 chat feature is underway with the goal of expanding chat option to all Michigan residents
- Links to Google's trip planning feature for the fixed-route systems in the state that have provided their data to that service

The Michigan DOT and 2-1-1 will also leverage the information gathered for the 2-1-1 site on transportation services to identify existing gaps in the state. 2-1-1 will share the information it has

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gathered with counties, and will play a part in reaching out to community partners, such as local churches, to encourage them to sponsor shared ride matching services within their cohorts.

For more information on this project, contact Tom Page at tpage@uwmich.org.

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The National Center for Mobility Management (NCMM; www.nationalcenterformobilitymanagement.org) is a national technical assistance center created to facilitate communities in adopting mobility management strategies. The NCMM is funded through a cooperative agreement with the Federal Transit Administration, and is operated through a consortium of three national organizations – the American Public Transportation Association, the Community Transportation Association of America, and the Easter Seals Transportation Group. Content in this document is disseminated by NCMM in the interest of information exchange. Neither the NCMM nor the U.S. DOT, FTA assumes liability for its contents or use. 2014.