

# **DHR COORDINATED TRANSPORTATION SYSTEM 2005 ANNUAL REPORT**



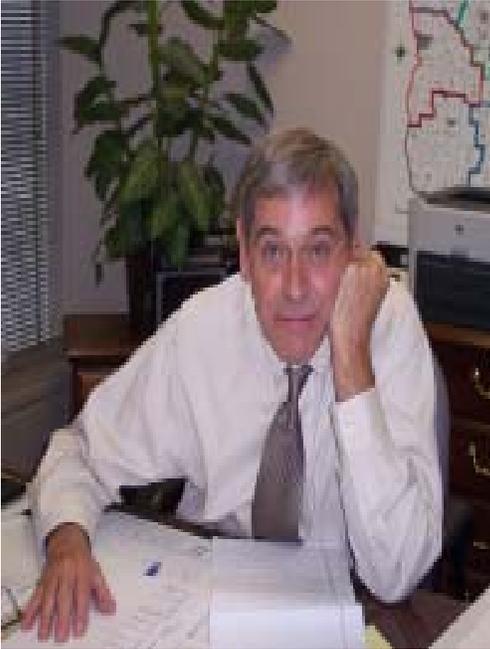
The Georgia Department of Human Resources' (DHR) Coordinated Transportation System is designed to meet the specialized transportation needs of DHR clients who are elderly, mentally/physically disabled and/or low-income individuals. The goal is to provide transportation for our clients in a safe, efficient and cost-effective manner, allowing our clients to access essential services provided by the Department.

## TABLE OF CONTENTS

|  |           |
|--|-----------|
| <b>Manager’s Statement .....</b>                                   | <b>3</b>  |
| <b>Who We Are .....</b>  | <b>4</b>  |
| <b>Organizational Charts .....</b>                                 | <b>6</b>  |
| <b>Divisional Support .....</b>                                    | <b>8</b>  |
| <b>Summary of Expenditures.....</b>                                | <b>10</b> |
| • <b>Division of Aging .....</b>                                   | <b>12</b> |
| • <b>Division of Family and Children Services.....</b>             | <b>13</b> |
| • <b>Division of MHDDAD.....</b>                                   | <b>14</b> |
| • <b>DOL/VR, GoodWORKS, Division of Public Health, Other .....</b> | <b>15</b> |
| <b>Response to Hurricane Katrina.....</b>                          | <b>16</b> |
| <b>Increasing Efficiency Through Technology.....</b>               | <b>17</b> |
| <b>Regional Map.....</b>   | <b>18</b> |
| <b>Contact Information .....</b>                                   | <b>19</b> |

**Georgia Department of Human Resources**  
**Coordinated Transportation System – 2005 Annual Report**

**Manager's Statement**



The purpose of the Coordinated Transportation System is to ensure clients are able to access critical services. Our transportation system breaks through common transportation barriers and assures that some of the most vulnerable citizens of Georgia receive safe and reliable transportation to human services. DHR primarily serves the elderly, disabled and disadvantaged people in the state, and transportation is a key component to the success of offered services. Our system insures that clients are able to receive the services needed to enable them to live self-sufficient and productive lives. In fiscal year 2005, the Coordinated Transportation System provided almost three million trips to over twenty thousand DHR clients.

Coordination and collaboration with the Department of Transportation in areas throughout the state has enabled many rural public systems to expand services. Availability of public systems is crucial to clients who “roll-off” DHR services; when public systems are available, former DHR clients can continue to ride such systems as fare-paying customers, enabling continued access to jobs and the like. Through partnerships with other departments, such as the Department of Labor, individuals with temporary disabilities were enabled to gain meaningful job training. These partnerships have benefited the general public as well as DHR clients.

As we look back on the past year we see that much has been accomplished; however, we still have much to do in serving the citizens of Georgia. We hope the enclosed annual report reflects our past successes and the value of coordinated transportation to both the clients of DHR as well as to the public in general.

*Rich Devine*



**Georgia Department of Human Resources  
Coordinated Transportation System – 2005 Annual Report**

**Who We Are**



The Georgia Department of Human Resources' (DHR) Coordinated Transportation System is designed to meet the specialized transportation needs of DHR clients who are elderly, mentally/physically disabled and/or low-income individuals. The goal is to provide transportation for our clients in a safe, efficient and cost-effective manner, allowing our clients to access essential services provided by the Department. DHR's coordinated transportation system began in 1995 with five pilot projects (total budget \$300,000) and has grown to provide some services in all of Georgia's 159 counties. As of July 1, 2005, transportation services are provided to clients served by the Divisions of Aging Services, Mental Health/Developmental Disabilities/Addictive Diseases (MHDDAD), Family and Children Services (DFCS) and the Georgia Department of Labor Vocational Rehabilitation. A minimal number of trips are provided to the Division of Public Health. The FY2005 budget exceeded \$27 million.

The transportation program is administered through DHR's Office of Facilities and Support Services (OFSS), Transportation Services Section (TSS). The TSS is responsible for overall system management, development of policies that

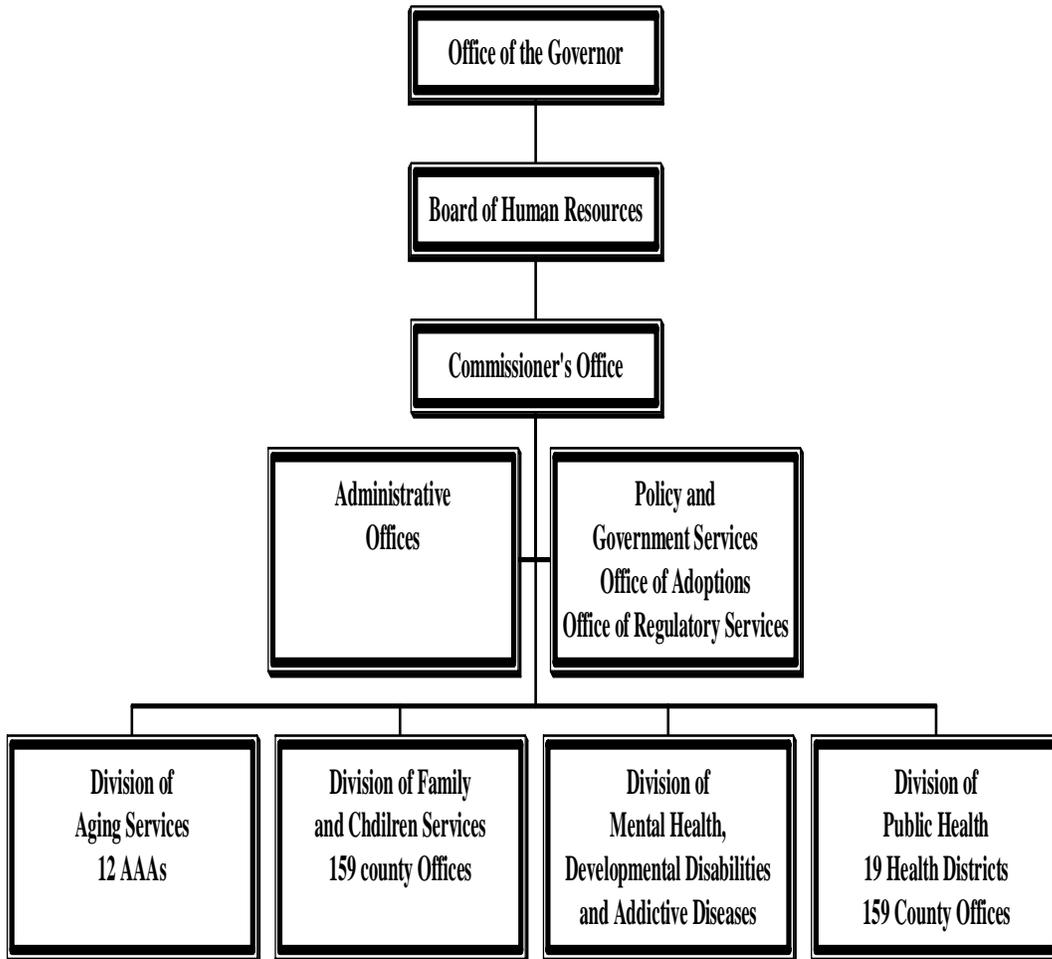
ensure quality services, technical assistance, establishment of a data system for program monitoring, an evaluation program for determining effectiveness, and development of a statewide public relations plan. Actual services are provided through contracts for services in each area. Contractors may be a state, county, non-profit, regional government entity or private for-profit vendor.

To facilitate delivery of transportation services, the state of Georgia is divided into twelve transportation regions. A Regional Transportation Coordinator (RTC) is assigned responsibility for one or more of the regions and each region has a staffed Regional Transportation Office (RTO). The Regional Transportation Office staff, in concert with a Regional Transportation Coordinating Committee (RTCC), which includes representatives from DHR divisions as well as other interested parties, is responsible for transportation planning. The RTO staff members are the regional system representatives who insure the system functions properly. At a minimum, the RTO staff holds informational meetings, as needed, with local providers and each DHR division. The RTO staff is the point of contact with the program divisions in each area and work with regional managers to effectively plan for each region's transportation needs. The organizational structure of the Department and the system is shown on pages 5 and 6.

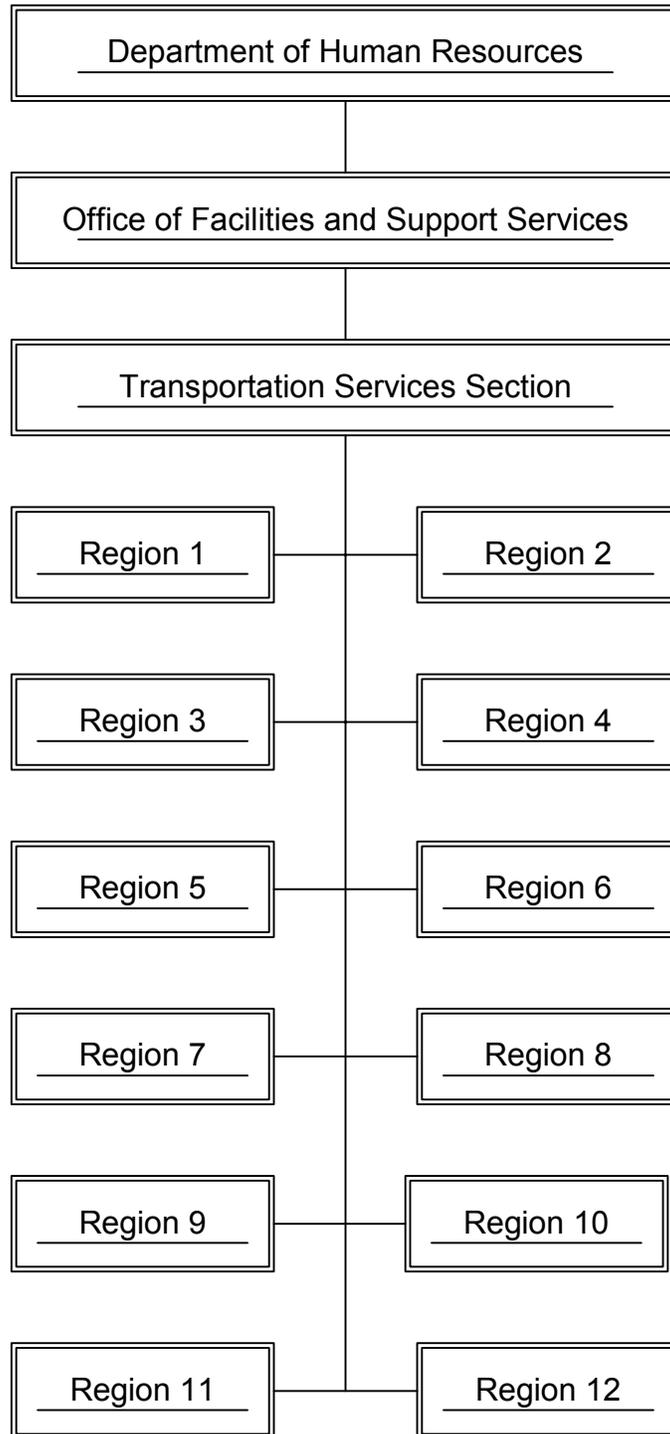
**Georgia Department of Human Resources  
Coordinated Transportation System – 2005 Annual Report**

**Organizational Charts**

**Figure 1  
State of Georgia  
Department of Human Resources**



**Figure 2**  
**Coordinated Transportation System**  
**Organizational Chart**



**Georgia Department of Human Resources**  
**Coordinated Transportation System – 2005 Annual Report**

**Divisional Support**



TSS staff recognize that feedback with and the support of all key stakeholders is a key component to the success of the Coordinated Transportation System. At all levels, state, regional, and local, TSS staff interact with all representatives and participants. This may include participating on committees, holding meetings, conducting surveys, following up on requests, attending staff meetings, and sharing usage data. At the state level, TSS staff participated on state level committees to ensure program goals are met. Additionally, TSS staff share monthly trip and cost data and engage in ongoing planning.

On the regional and local level, a RTC is assigned responsibility for one or more of the 12 transportation regions and Regional Transportation Offices in the state (see Figure 3 for regional map). The RTO staff members are the regional system representatives who insure the system functions properly. At a minimum, the RTO staff holds informational meetings, as needed, with local providers and each DHR division. The primary functions of the RTO are:

- Coordinates transportation services, compiles reports and addresses issues within each region.
- Performs site visits to the contractors in their assigned region(s) to monitor contract compliance and to provide technical assistance to contractors.
- Conducts periodic reviews without notification. These unannounced reviews may include, but are not limited to, vehicle inspections; riding

randomly selected routes; and interviewing clients.

- Conducts annual needs assessments to determine requirements for the system.
- Develops service specifications and insures quality service.
- Monitors vehicle usage and provides oversight and guidance on procurement and disposal for each region.

**Georgia Department of Human Resources  
Coordinated Transportation System – 2005 Annual Report**

**Summary of Expenditures**



TSS was faced with increasing fuel costs in FY 2005. Fuel costs represent about 20% of the operational cost of DHR Coordinated Transportation. Fuel costs increased roughly 70% and resulted in higher per trip costs.

Using federal, state and local funds, nearly 30 million trips were delivered via the DHR Coordinated Transportation System. Transportation services were provided to consumers of the Division of Aging, the Division of Family and Children Services, the Division of Mental Health, Developmental Disabilities, and Addictive Disease, the Division of Public Health, and the Department of Labor. The following charts summarize the various funding expenditures, trips and costs.

## 2005 Summary of Expenditures by Fund Sources and Consumer Type

| Fund Source       | Aging           | DFCS            | MHDDAD          | All Clients     | DOL/VR        | GoodWorks     | JARC          | TOTALS           |
|-------------------|-----------------|-----------------|-----------------|-----------------|---------------|---------------|---------------|------------------|
| SSBG              | \$ 870,262.92   | \$ -            | \$ 2,613,885.38 | \$ 6,797,412.93 | \$ -          | \$ -          | \$ -          | \$ 10,281,561.23 |
| 5310              | \$ 2,735,324.26 | \$ -            | \$ -            | \$ -            | \$ -          | \$ -          | \$ -          | \$ 2,735,324.26  |
| Title III B       | \$ 728,664.38   | \$ -            |                 |                 | \$ -          | \$ -          | \$ -          | \$ 728,664.38    |
| State             | \$ 151,055.32   | \$ -            | \$ 1,906,837.77 | \$ -            | \$ -          | \$ -          | \$ -          | \$ 2,057,893.09  |
| Local             | \$ 191,779.39   | \$ -            | \$ -            | \$ -            | \$ -          | \$ -          | \$ -          | \$ 191,779.39    |
| TANF              |                 | \$ 6,528,753.04 | \$ -            | \$ -            | \$ -          | \$ 377,694.72 | \$ 144,794.00 | \$ 7,051,241.76  |
| Revenue Contracts | \$ 2,691,737.52 | \$ -            | \$ 752,300.97   | \$ -            | \$ -          |               | \$ -          | \$ 3,444,038.49  |
| DOL/VR            | \$ -            | \$ -            | \$ -            | \$ -            | \$ 655,809.22 |               | \$ -          | \$ 655,809.22    |
| GoodWorks         | \$ -            | \$ -            | \$ -            | \$ -            |               | \$ -          | \$ -          | \$ -             |
| JARC              | \$ -            |                 |                 | \$ -            | \$ -          | \$ -          | \$ -          | \$ -             |
| Other Programs    | \$ 88,372.56    | \$ 1,508.75     | \$ 177,922.42   | \$ -            | \$ 27,892.75  | \$ -          | \$ -          | \$ 295,696.48    |

|        |                 |                 |                 |                 |               |               |               |                  |
|--------|-----------------|-----------------|-----------------|-----------------|---------------|---------------|---------------|------------------|
| TOTALS | \$ 7,457,196.34 | \$ 6,530,261.79 | \$ 5,450,946.54 | \$ 6,797,412.93 | \$ 683,701.97 | \$ 377,694.72 | \$ 144,794.00 | \$ 27,442,008.29 |
|--------|-----------------|-----------------|-----------------|-----------------|---------------|---------------|---------------|------------------|

OBJ:

**Georgia Department of Human Resources**  
**Coordinated Transportation System – 2005 Annual Report**  
**FY05 Trips & Cost – Division of Aging Services**

| <b>Region</b>        | <b>Annual Budgeted \$</b> | <b>FY 2005 Expenses</b> | <b>Annual Trip Allocation</b> | <b>FY 2005 Trip Usage</b> | <b>Cost Per Trip</b> |
|----------------------|---------------------------|-------------------------|-------------------------------|---------------------------|----------------------|
| 1- Coosa Valley      | \$ 259,850.00             | \$ 259,845.60           | 50,372                        | 50,372                    | \$ 5.16              |
| 2- Legacy Link       | \$ 163,009.00             | \$ 147,124.39           | 23,416                        | 22,947                    | \$ 6.41              |
| 3A- ARC              | \$ 3,635,303.00           | \$ 3,626,921.25         | 274,362                       | 273,936                   | \$ 13.24             |
| 3B- ARC              | \$ 667,527.31             | \$ 521,147.62           | 77,627                        | 62,755                    | \$ 8.30              |
| 4- Southern Crescent | \$ 669,973.00             | \$ 685,141.95           | 78,742                        | 78,139                    | \$ 8.77              |
| 5- Northeast         | \$ 660,565.65             | \$ 660,565.75           | 80,979                        | 80,968                    | \$ 8.16              |
| 6- Middle Georgia    | \$ 178,048.00             | \$ 178,070.51           | 27,858                        | 26,382                    | \$ 6.75              |
| 7- C.S.R.A.          | \$ 519,893.00             | \$ 519,892.44           | 71,259                        | 87,890                    | \$ 5.92              |
| 8- Lower Chatt       | \$ 482,274.00             | \$ 475,382.44           | 55,672                        | 54,878                    | \$ 8.66              |
| 9- Atlamaha          | \$ 408,011.00             | \$ 408,006.51           | 41,319                        | 41,195                    | \$ 9.90              |
| 10- Sowega           | \$ 674,618.00             | \$ 674,617.94           | 95,871                        | 100,399                   | \$ 6.72              |
| 11- Southeast        | \$ 344,970.50             | \$ 344,971.50           | 62,806                        | 62,806                    | \$ 5.49              |
| 12- Coastal          | \$ 429,644.00             | \$ 413,356.90           | 56,250                        | 54,245                    | \$ 7.62              |
| <b>TOTALS</b>        | <b>\$ 9,093,686.46</b>    | <b>\$ 8,915,044.80</b>  | <b>996,533</b>                | <b>996,911</b>            | <b>\$ 8.94</b>       |

**Georgia Department of Human Resources**  
**Coordinated Transportation System – 2005 Annual Report**

**FY 05 Trips & Cost**

**Division of Family and Children Services**

| Region        | Annual Budgeted \$     | FY 2005 Expenses       | Annual Trip Allocation | FY2005 Trip Usage | Cost Per Trip |
|---------------|------------------------|------------------------|------------------------|-------------------|---------------|
| 1             | \$ 104,515.00          | \$ 85,783.55           | 9,853                  | 9,853             | \$ 8.71       |
| 2             | \$ 128,000.00          | \$ 113,694.15          | 13,071                 | 7,767             | \$ 14.64      |
| 3A            | \$ -                   | \$ -                   | 0                      | 0                 | \$ -          |
| 3B            | \$ 608,913.00          | \$ 534,601.36          | 60,866                 | 53,188            | \$ 10.05      |
| 4             | \$ 485,000.00          | \$ 394,125.43          | 50,666                 | 34,587            | \$ 11.40      |
| 5             | \$ 408,600.00          | \$ 360,361.80          | 61,900                 | 52,287            | \$ 6.89       |
| 6             | \$ 984,970.00          | \$ 984,970.00          | 128,600                | 111,989           | \$ 8.80       |
| 7             | \$ 1,197,510.00        | \$ 775,615.62          | 130,090                | 68,082            | \$ 11.39      |
| 8             | \$ 573,700.00          | \$ 509,844.00          | 101,658                | 86,799            | \$ 5.87       |
| 9             | \$ 996,000.00          | \$ 804,144.00          | 87,613                 | 70,656            | \$ 11.38      |
| 10            | \$ 762,087.00          | \$ 669,467.28          | 66,610                 | 55,302            | \$ 12.11      |
| 11            | \$ 1,114,498.00        | \$ 833,625.75          | 74,135                 | 56,517            | \$ 14.75      |
| 12            | \$ 852,080.00          | \$ 536,145.00          | 100,000                | 78,825            | \$ 6.80       |
| <b>TOTALS</b> | <b>\$ 8,215,873.00</b> | <b>\$ 6,602,377.94</b> | <b>885,062</b>         | <b>685,852</b>    | <b>\$9.63</b> |

**Georgia Department of Human Resources**  
**Coordinated Transportation System – 2005 Annual Report**

**FY 05 Trips & Cost**

**Division of Mental Health, Developmental Disabilities, Addictive Diseases**

| DHR Region | Annual Budgeted \$ | Y-T-D Expenses  | Annual Trip Allocation | Y-T-D Trip Usage | Cost Per Trip |
|------------|--------------------|-----------------|------------------------|------------------|---------------|
| 1          | \$ 1,650,859.00    | \$ 1,648,493.87 | 220,242                | 220,242          | \$ 7.48       |
| 2          | \$ 47,526.00       | \$ 38,042.20    | 5,200                  | 5,135            | \$ 7.41       |
| 3A         | \$ 1,277,666.00    | \$ 1,237,106.78 | 110,000                | 98,516           | \$ 12.56      |
| 3B         | \$ 1,676,108.99    | \$ 1,671,379.44 | 156,462                | 155,654          | \$ 10.74      |
| 4          | \$ 1,114,844.00    | \$ 1,070,279.10 | 124,201                | 119,407          | \$ 8.96       |
| 5          | \$ 1,031,659.80    | \$ 1,031,659.80 | 107,870                | 105,218          | \$ 9.80       |
| 6          | \$ 429,930.00      | \$ 429,928.50   | 62,980                 | 55,671           | \$ 7.72       |
| 7          | \$ 594,358.68      | \$ 594,358.68   | 69,373                 | 63,278           | \$ 9.39       |
| 8          | \$ -               | \$ -            | 0                      | 0                | \$ 0.00       |
| 9          | \$ 1,083,543.00    | \$ 1,082,231.60 | 116,129                | 114,978          | \$ 9.41       |
| 10         | \$ 1,586,399.00    | \$ 1,586,396.60 | 207,950                | 203,593          | \$ 7.79       |
| 11         | \$ 154,759.50      | \$ 154,759.50   | 29,478                 | 29,478           | \$ 5.25       |
| 12         | \$ 130,325.00      | \$ 106,733.34   | 17,000                 | 14,007           | \$ 7.62       |

|               |                       |                        |                  |                  |               |
|---------------|-----------------------|------------------------|------------------|------------------|---------------|
| <b>TOTALS</b> | <b>\$2,955,026.50</b> | <b>\$10,651,369.41</b> | <b>1,226,885</b> | <b>1,185,177</b> | <b>\$8.99</b> |
|---------------|-----------------------|------------------------|------------------|------------------|---------------|

**Georgia Department of Human Resources  
Coordinated Transportation System – 2005 Annual Report**

**FY 05 Trips & Cost**

**DOL/VR, GoodWorks, Public Health, Other**

| <b>Region</b> | <b>Annual Budgeted \$</b> | <b>Y-T-D Expenses</b> | <b>Annual Trip Allocation</b> | <b>Y-T-D Trip Usage</b> | <b>Cost Per Trip</b> |
|---------------|---------------------------|-----------------------|-------------------------------|-------------------------|----------------------|
| 1             | \$ -                      | \$ -                  | 0                             | 0                       | \$ 0.00              |
| 2             | \$ -                      | \$ -                  | 0                             | 0                       | \$ 0.00              |
| 3A            | \$ 171,500.00             | \$ 151,294.00         | 11,503                        | 11,684                  | \$ 12.95             |
| 3B            | \$ 133,600.00             | \$ 122,392.75         | 10,243                        | 9,009                   | \$ 13.59             |
| 4             | \$ 126,000.00             | \$ 122,861            | 14,717                        | 14,230                  | \$ 8.63              |
| 5             | \$ 106,801.45             | \$ 79,205.95          | 8,294                         | 5,640                   | \$ 14.04             |
| 6             | \$ 122,602.00             | \$ 111,819.75         | 13,300                        | 6,862                   | \$ 16.30             |
| 7             | \$ 109,990.00             | \$ 73,438.00          | 18,315                        | 6,419                   | \$ 11.44             |
| 8             | \$ 71,300.00              | \$ 56,770.50          | 6,093                         | 4,747                   | \$ 11.96             |
| 9             | \$ 405,071.00             | \$ 402,998.06         | 34,545                        | 35,697                  | \$ 11.29             |
| 10            | \$ 102,909.00             | \$ 107,792.01         | 8,148                         | 8,548                   | \$ 12.61             |
| 11            | \$ 29,772.00              | \$ 20,089.50          | 2,018                         | 1,362                   | \$ 14.75             |
| 12            | \$ 29,705.00              | \$ 24,555.00          | 3,144                         | 1,637                   | \$ 15.00             |
| <b>TOTALS</b> | <b>\$1,409,250.45</b>     | <b>\$1,273,216.14</b> | <b>130,320</b>                | <b>105,835</b>          | <b>\$ 12.03</b>      |

Georgia Department of Human Resources  
Coordinated Transportation System – 2005 Annual Report  
Response to Hurricanes Katrina and Rita



Like the many dedicated employees of the Department of Human Resources, the staff of the Transportation Services Section performed admirably in response to Hurricane Katrina and Hurricane Rita. Staff thought outside of the box, ensuring that Evacuees received transportation services. Through the valiant efforts of TSS staff, evacuees received vital transportation services to secure food, housing, medical attention, and access various other services. TSS Staff efforts help reunite Evacuees with their family members. For example, in response to a request by the Texas Emergency Management Services, a special needs family of four (and their long-time family pet) was transported from Sparta to the Hartsfield-Jackson Atlanta International Airport for travel to join their awaiting family.

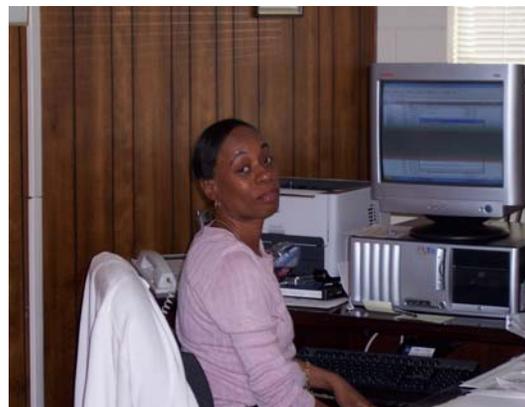
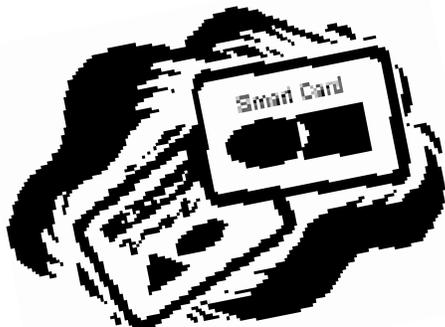
The TSS via the DHR Coordinated Transportation System provided transportation services to 202 Hurricane Katrina Evacuees and 9 Hurricane Rita Evacuees. The chart below summarizes services based of the Federal Government's reporting period, which ended September 30, 2005.

| Service                 | Total Recipients | Children | Adults | Adults Age 59 and Younger | Adults Age 60 and Older |
|-------------------------|------------------|----------|--------|---------------------------|-------------------------|
| Transportation Services | 148              | 10       | 134    | 117                       | 17                      |

| Region | Number of Evacuees (Children) | Number of Evacuees (59 and younger) | Number of Evacuees (60 and older) | Total Evacuees |
|--------|-------------------------------|-------------------------------------|-----------------------------------|----------------|
| 1      | 1                             | 5                                   | 3                                 | 9              |
| 2      | 2                             | 14                                  | 0                                 | 16             |
| 3      | 3                             | 34                                  | 9                                 | 46             |
| 4      | 0                             | 5                                   | 2                                 | 7              |
| 5      | 1                             | 2                                   | 2                                 | 5              |
| 6      | 0                             | 0                                   | 0                                 | 0              |
| 7      | 0                             | 54                                  | 1                                 | 55             |
| 8      | 4                             | 5                                   | 1                                 | 10             |
| 9      | 0                             | 0                                   | 0                                 | 0              |
| 10     | 0                             | 0                                   | 0                                 | 0              |
| 11     | 0                             | 0                                   | 0                                 | 0              |
| 12     | 0                             | 0                                   | 0                                 | 0              |
| Totals | 11                            | 119                                 | 18                                | 148            |

Georgia Department of Human Resources  
Coordinated Transportation System – 2005 Annual Report

Increasing Efficiency through Technology



In FY 2006 and FY 2007 DHR's Coordinated Transportation System will be increasing its efficiency and saving money through the innovative use of technology. DHR Coordinated Transportation is now going high-tech with pilot projects in three areas of the state. Two public transit systems in Rome and Hall County are partnering with DHR to test the use of Smart Cards. Another Smart Card initiative is planned in the Coastal region, in partnership with the Georgia Department of Transportation.

Smart Cards are similar in size to a credit card. They contain a small computer chip that can be preloaded with client information and read by a card reading device on a bus. The data is downloaded to a computer, also on the bus, and integrated with other pertinent information. The cards will greatly increase the accuracy and accountability of the system's records. They will also eliminate much of the paperwork required to track and account for client trips, allowing a more efficient use of staff time and resources.

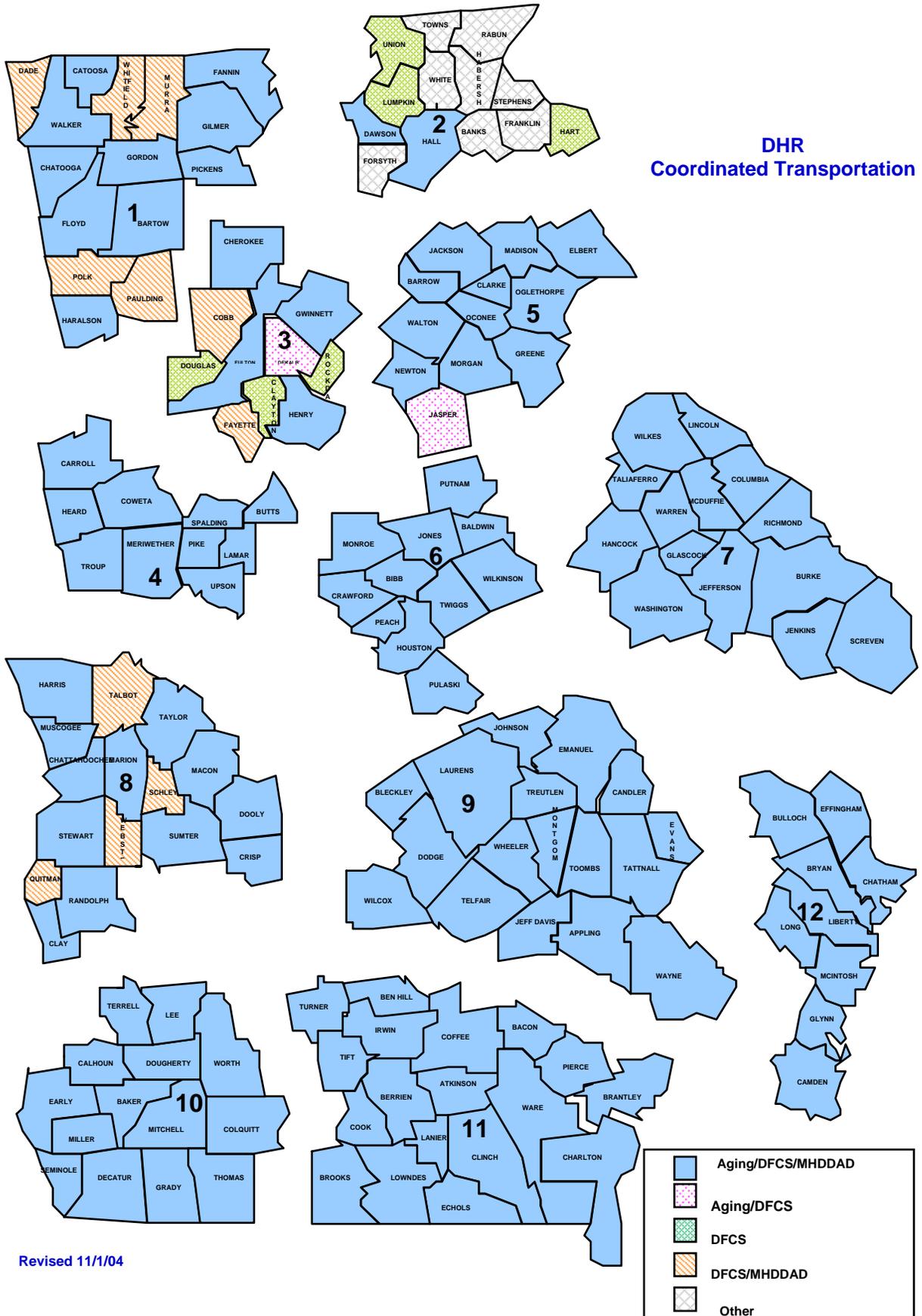
Another innovation being developed for the system is the Transportation Request Information Processing System (TRIP\$). This Web-based trip ordering system is designed to serve all human service providers who order trips for clients, as well as transportation providers and system managers. Currently, client trip information is faxed from office to office and manually entered into logs — a very archaic system. TRIP\$ will totally eliminate manual entry on paper forms and allow all authorized users to process trip requests and validate services electronically, which should save time and increase accuracy. Users will be able to log on and register clients, order trips, check on trip status, develop a daily manifest and produce many ad hoc reports.

Lastly, the Driver Improvement Training will be made available on-line in FY 2006. This will tailor the training to each individual's schedule, helping to ensure that certifications do not expire.

# Georgia Department of Human Resources

## Coordinated Transportation System – 2005 Annual Report

### Map



Please feel free to contact us with your questions, comments, or suggestions.

Contact the Atlanta Office Staff at:

Transportation Services Section  
2 Peachtree Street, Suite 29-466  
Atlanta, Georgia 30303

Phone: 404-657-6211

Fax: 404-657-6215

Contact the Regional Offices at:

Region 1 706-802-5390

Region 2 770-532-5363

Region 3 404-463-2226  
404-463-6092

Region 4 770-229-3198

Region 5 706-227-5306

Region 6 478-757-2530

Region 7 706-790-2014

Region 8 706-649-7220

Region 9 478-374-6437

Region 10 229-430-1600  
229-430-1601

Region 11 912-462-5133

Region 12 912-462-5133