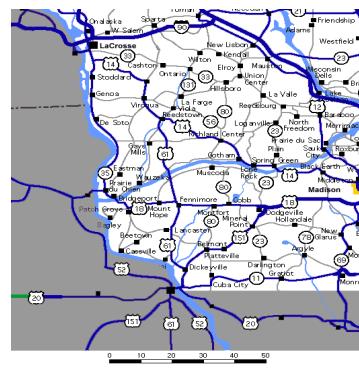




Innovative Coordinated Access and Mobility (ICAM) Pilot End Report



ICAM Grant Partnership
Three Wisconsin Partners:
SWCAP-LIFT rides
Adams County
ADRC of Eagle Country-Juneau County



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Section 1: Executive Summary

Leadership in Innovative Flexible Transportation, or the "LIFT" Program of Southwestern Community Action Program (SWCAP), has thrived in connecting callers to transportation services. Lift has been providing transportation usually as the resource for the citizens of Southwestern Wisconsin since its inception in 2006. Given the fragmented and restricted availability of public transit, most riders needing accessible transportation are limited to transportation provided by county ADRCs/Aging Unit volunteer driver programs. To maximize the efficient use of very constrained resources, programs must coordinate. Each county has a volunteer driver program, with medical transportation prioritized.

LIFT was a critical participant and, because of the ICAM grant, is the implementation site for the Transportation Management Coordination Center (TMCC) technology solution designed by the 2016/17 Mobility Services for All Americans (MSAA) grant to the Greater Wisconsin Agency on Aging Resources (GWAAR). This grant funded the identification and prioritization of the technology requirements of the transportation service providers in southern WI. The grant supported an 18-month collaboration of 17 agencies to define needs, solution requirements and implementation strategies for greater coordination throughout the area. The ICAM grant provided the next step in piloting and implementing the MSAA-identified technology solution, featuring LIFT as the TMCC and primary pilot site.

The ICAM grant allowed us to work with AlterNetways, a transit software company, to enhance their software by allowing multiple transit systems to share the scheduling tool providing the opportunity to coordinate rides and meet the needs of multiple organizations. The grant also allowed us to hire a Mobility Manager to increase transportation programs, improve local coordination, reduce duplication of services, track our outcomes and research other coordination opportunities.

During the 19 months of recording data, more than 1,000 new individuals were served cumulatively due to the collaboration of the Three Partners, LIFT, Adams County and Juneau County ADRCs. Although ridership decreased during the pandemic, each partner was able to meet goals and grow during the pandemic. This success was due to the efforts of the collaborators and the Mobility Manager focused on Regional growth.

LIFT strives to keep our history of rural transportation innovation alive. We continue to promote collaboration and work to solve the issue of decreased volunteerism. LIFT's goal was to add two providers as tenants to the shared platform. Today five providers share the platform. LIFT will continue to recruit others as a result of the ICAM grant. LIFT hosts meetings quarterly with the tenants' users to continue our growth and understanding of a robust scheduling and reporting system. LIFT will promote and share documentation to create "Find Your Own Driver" programs with other regional volunteer driver programs.

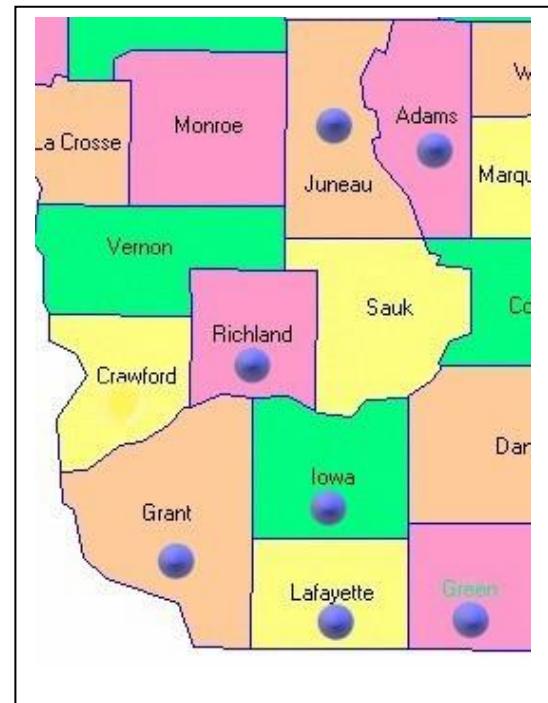
Rural transportation solutions are complex. While the "Build it and they will come" strategy can work for some things, the key to coordination requires an over-arching plan, a Mobility Manager, resources and oversight to further the cause. With a Mobility Manager dedicated to our success, and reporting, iterating, designing and coordinating us on a regional plane, we succeeded in meeting our goals.

Section 2: Scope-Introduction and Background

A. Three ICAM Partners- All located in the State of Wisconsin

Figure 1

Wisconsin



ICAM Partner's Counties (Shown on Map – Right side - with Blue Markers)

- ❖ ADRC- Adams County
- ❖ ADRC of Eagle Country-- Juneau County
- ❖ Lift Program of the Southwestern Community Action Program (SWCAP)
Lift includes (5 Counties)- Iowa (base), Grant, Green, Lafayette & Richland

Table 1

State of Wisconsin US Census Data - Actual as of April 1, 2020		Eligible for Transportation Programs
	Total	% of population
Population, Census, April 1, 2020	5,985,908	
Persons 65 years and over, April 1, 2020	1,047,534	17.5%
With a disability & under age 65 years 2015-2019	395,070	6.6%
Total Population Eligible for Transportation Support	1,442,604	24.1%
Percentage of Population Eligible for Transportation Support		24\$%
Population per square mile, 2020	110.5	
Land area in square miles, 2010	54,157.00	

Section 2: Scope-Introduction and Background

Leadership in Innovative Flexible Transportation, or the "LIFT" Program of Southwestern Community Action Program (SWCAP), has thrived to bridge the gap in transportation services for the citizens of Southwestern Wisconsin since its inception in 2006. SWCAP and the 5 County Aging and Disability Resource Centers (ADRCs) worked together, and SWCAP opened a One-Call Center to coordinate rides. The original purpose was only feasible with the ability to share and push rides with shared software. In 2011 Medicaid transportation was awarded to a brokerage to provide rides to all Medicaid recipients in the state instead of the ADRCs.

In 2012 LIFT began recruiting volunteer drivers and purchased its first wheelchair accessible van to serve those who were falling through the cracks. In 2021 LIFT rides volunteers and staff drivers transported clients more than three quarters of a million miles with more than 18,000 trips, nearing but not quite back to pre-covid 19 ridership.

The LIFT rides Program is a regional Transportation Management Coordination Center (TMCC), including a call center staffed by Mobility Managers. The call center provides intake; eligibility determination; information and referral, coordination with regional transportation programs, and direct provision of transportation by paid and volunteer drivers using individual cars and accessible vans. When no other providers exist, the program serves seniors, people with disabilities, low-income families and workers, and anyone who lacks transportation resources. On-demand rides are available 24/7 and may go beyond the geographic area served to regional medical destinations, for example. Trip purposes include medical, employment, education, shopping, nursing home/hospital spousal visitation, health and wellness programs and social/personal business. The ride program offers an array of transit-related services, including employment vanpools, travel training and trip planning. The Work-N-Wheels component provides zero-interest auto purchase/repair loans with a ride-share/carpool requirement, creating a form of transit in our rural setting.

The region needs more transportation infrastructure. The six municipal and one two-county Shared Ride Taxis have limited service hours. All operate partial days, fewer than five days per week. There region has no no public mass transit services. One long-distance intercity bus is available only a few days per week with limited stops. There region has fewer than three private medical transportation services; their number and availability fluctuate because of frequent contracting changes by the state Medicaid broker.

Given the fragmented and restricted availability of public transit, most riders needing accessible transportation are limited to transportation provided by county ADRCs/Aging Unit's volunteer driver programs. Each county prioritizes medical transportation through its volunteer driver programs. To maximize the efficient use of very constrained resources, it is imperative that programs coordinate.

LIFT was a critical participant and is the proposed implementation site for the TMCC technology solution designed by the 2016/17 Mobility Services for All Americans (MSAA) grant to the Greater Wisconsin Agency on Aging Resources (GWAAR). This grant funded the identification and prioritization of the technology requirements of the transportation service providers in southern WI. The grant supported an 18-month collaboration of 17 agencies to define needs, solution requirements and implementation strategies for greater coordination throughout the area. The ICAM grant provided the next step in piloting and implementing the MSAA-identified technology solution, featuring LIFT as the TMCC and primary pilot site.

The ICAM grant allowed us to work with a transit software company, AlterNetways, to enhance their software in allowing multiple transit systems as tenants providing the opportunity to coordinate rides. The grant also allowed us to place a Mobility Manager in the Juneau and Adams Counties area to increase transportation programs, improve local coordination, reduce duplication of services, and research other coordination opportunities.

Table 2

LIFT Program - SWCAP Five Counties - Iowa, Richland, Grant, Green, & Lafayette		Eligible for Transportation Programs
	Total	% of population
Population, Census, April 1, 2020	146,655	
Persons 65 years and over, April 1, 2020	28,282	19.3%
With a disability & under age 65 years 2015-2019	8,231	5.6%
Total Population Eligible for Transportation Support	36,513	24.9%
Percentage of Population Eligible for Transportation Support		25%
Population per square mile, 2020	39.5 total	9.8 eligible
Land area in square miles, 2010	3,713.13	

The ADRC of Adams County- The Aging Disability Resource Center (ADRC) - assists seniors and adults with disabilities with resources and services to remain in their homes as long as possible. The ADRC then assists with the transition into Long Term Support programs if needed. Programs include dining sites, meals on wheels, family caregiver support, dementia care support, options counselling, elderly and disabled benefit counselling and peer support. Adams County Transportation is a service for eligible persons (60 and older), veterans, or disabled persons who cannot drive. We can transport clients in a van or bus, both equipped to transport individuals in wheelchairs. We also rely on volunteer drivers who use their vehicles. The means of transportation are determined by the client's needs and availability of vehicles. Shared rides are necessary to accommodate the needs of many people, and we appreciate everyone's cooperation. Transportation is limited to a 50-mile radius outside of Adams County borders.

Table 3

The ADRC of Adams County US Census Data - Estimated in 2019 to Actual as of April 1, 2020		Eligible for Transportation Programs
	Total	% of population
Population, Census, April 1, 2020	20,654	
Persons 65 years and over, April 1, 2020	6,238	30.2%
With a disability & under age 65 years 2015-2019	2,422	11.7%
Total Population Eligible for Transportation Support	8,660	41.9%
Percentage of Population Eligible for Transportation Support		42%
Population per square mile, 2020	32.0 total	
Land area in square miles, 2010	645.65	

Section 2: Scope-Introduction and Background

The ADRC of Eagle Country-Juneau County –

Our Mission:

The Aging and Disability Resource Center (ADRC) of Eagle Country provides older adults and people with physical or intellectual/developmental disabilities the resources needed to live with dignity and security and achieve maximum independence and quality of life. The ADRC aims to empower individuals to make informed choices and streamline access to the right and appropriate services and supports.

The ADRC of Eagle Country is regional in Southwest Wisconsin and serves Crawford, Juneau, Richland, and Sauk Counties.

The ADRC can connect you with access to transportation to reach your destination. Whether you need to get to a medical appointment, pick up groceries or visit a friend, the ADRC can provide you with a variety of options.

The ADRC of Eagle Country Juneau County Office Transit operates its programs and services without regard to race, color, and national origin in accordance with Title VI of the Civil Rights Act.

Table 4

The ADRC of Juneau County US Census Data - Estimated in 2019 to Actual as of April 1, 2020		Eligible for Transportation Programs
	Total	% of population
Population, Census, April 1, 2020	26,715	
Persons 65 years and over, April 1, 2020	5,557	20.8%
With a disability & under age 65 years 2015-2019	2,624	9.8%
Total Population Eligible for Transportation Support	8,181	30.6%
Percentage of Population Eligible for Transportation Support		31%
Population per square mile, 2020	34.8 total	
Land area in square miles, 2010	766.93	

Section 3: Goals-Targets-Objectives and Project Description

The ICAM grant set forth four primary Goals-Targets-Objectives in order to demonstrate the success of the investment. Those Four Goals-Targets-Objectives are;

1. Goal: Transportation Agencies added to use the same Software

Target: Two (2) additional agencies with LIFT's Software Program

Objective: Met

2. Goal: Increase Number of Unduplicated Passengers- Adams & Juneau

Target: Two (2) riders per month, a 10% increase over a year

Objective: Met

3. Goal: Increase number of overall rides- Adams & Juneau

Target: 46 rides per month or an increase of 15%

Objective: Met

4. Goal: Decrease missed follow-up medical appointments

Target: 10% reduction in missed appointments

Objective: Met



Access and Mobility Grants Performance Measures

Major Activities Output Measures (this can include appropriate procurements, cooperative agreements, policies and procedures, personnel recruitment, calls received, rides provided)

Table 5

Grant Type: ICAM

Grantee: SWCAP

2019 DATA	JUNEAU	ADAMS	TOTAL
Unduplicated Total (riders)	155	142	297
Unduplicated Medical (riders)	91	80	171
One Way Total (trips)	2824	2736	5560
One Way Medical (trips)	1222	902	2124

Activity Objective	Numerical Target
a. Transportation Agencies Added to the Use of the Software	2
b. Increase in Unduplicated Passengers for any purpose (from a base of 297).	10% or 30 riders (≈2 riders per month)
c. Increase in Overall Rides	15% or 834 (46 trips per month)
d. Decrease in Missed Follow-Up Appointments after hospital stays (measured quarterly based on the same quarter in the previous year)	10% reduction
e.	

Outcome
Increase access to healthcare through increased transportation options, in collaboration with healthcare facilities and transportation providers, as measured by an Increase of Unduplicated Passengers using the services for medical purposes.
30 riders x 60% = 18 riders or 1-1.5 per month

Section 4: Key Partnerships

Key partners in the planning of the project include:

- Southwest Transit Team (SWTT)
- Southwestern WI Regional Planning Commission (SWWRPC)
- ADRC of Eagle Country
- ADRC of Adams, Green Lake and Waushara Counties
- ADRC of Grant County
- ADRC of Green County
- ADRC of Iowa County
- Mile Bluff Medical Center
- Inclusa Managed Care
- My Choice Wisconsin
- Mineral Point Care Center
- Lancaster Care Center
- Upland Hills Nursing and Rehab
- Upland Hills Hospital
- Gundersen Clinics and Hospitals
- Crossing Rivers Health
- Pine Valley Nursing Home
- Dodgeville Shared-Ride Taxi
- Southwest Shared-Ride Taxi
- Mauston Shared-Shared Taxi
- National Aging and Disability Transportation Center

Currently SWCAP, ADRC of Eagle Country-Juneau County, ADRC of Adams County, ADRC of Green County, and Lafayette County ADRC are using the software system. We are still working on getting the hospitals, human service organizations and MCOs as referring partners on the software. All other partners are both transportation providers and referral agencies.

Section 5: Implementation and Evolution

The ICAM project was used to build upon the Greater Wisconsin Agency on Aging Resources (GWAAR) work under the 2016/2017 Mobility Services for All Americans (MSAA) grant, which identified the technological requirements of the transportation service providers in southern WI. The MSAA grant supported an 18-month collaboration of over 15 agencies to define needs, solution requirements and implementation strategies for greater coordination throughout the area. Our efforts represent the next step in piloting and implementing the proposed MSAA technology solution.

- Increase Unduplicated passengers
- Increase Overall rides provided
- Decrease Missed medical follow-up appointments

Because of dependency on transportation and medical services during the pandemic; these three goals suffered an immediate setback upon implementation.

In Wisconsin on March 1, 2020, medical institutions began restricting access to their facilities. Also, people were instructed to isolate themselves and work remotely. A Survey was taken in November 2020 which shows the impact on Two of the ICAM Partners.

Table 6

		Adams County		Juneau County	
2020 Survey - November 16, 2020		Actual Currently	Can be Estimated Prior to Covid	Actual Currently	Can be Estimated Prior to Covid
1	***Use monthly average in answering survey	After 3/1/2020	Prior to 3/1/2020		
1	How Many Persons do you actively provide rides for in a month? (i.e., A person may get 25 rides)	11	30	10	29
2	How Many Rides do you provide per month? (one-way Trips)	45	70	25	60
3	How Many Miles do you reimburse for Volunteers per month?	0	3000	4,000	6,000
4	How Many Miles does your County Vehicles Transport a rider per Month?	1900	1700	0	700
5	How many Volunteer Drivers do you have available per month?	0	5	4	10
6	5-A: How many Volunteer Drivers do you need immediately?	6	6	10	2
	How many Paid (LTE) Drivers do you have available per month?	2	2	0	1
7	6-A How many Paid (LTE) Drivers do you need immediately?	0	0	2	1
	How many Requests do you receive for transport (both met and unmet) per month?	50+	70+	30+	60+

As seen in Table 6 on Page 12, both the ability to supply transportation (drivers) and the demand (requests for rides) went into a downward spiral. The Mobility Manager designed a new monthly report to track recruiting needs and demand changes (requests).

Table 7

Recruiting Baseline Monthly Report-2020		
1	How Many Persons do you actively provide rides for in this month? (i.e., A person may get 25 rides)	
		Adams
		Juneau
2	How Many Rides did you provide this month? (one-way Trips)	
		Adams
		Juneau
3	How Many Miles did you reimburse for Volunteers this month?	
		Adams
		Juneau
4	How Many Miles did your County Vehicles Transport a rider this Month?	
		Adams
		Juneau
5	How many Volunteer Drivers did you have available this month?	
		Adams
		Juneau
6	How many Volunteer Drivers do you need immediately?	
		Adams
		Juneau
7	How many Paid (LTE) Drivers do you have available this month?	
		Adams
		Juneau
8	How many Paid (LTE) Drivers do you need immediately?	
		Adams
		Juneau
9	How many Requests do you receive for transport (both met and unmet) this month?	
		Adams
		Juneau
10	How many Requests for transport are successfully assigned this month?	
		Adams
		Juneau

Section 5: Implementation and Evolution

The focus on achieving the four project goals relied upon the Partner's ability to recruit drivers so the transportation of passengers would be successful. Even with reduced demand (requests), the primary necessity was having drivers available. Recruiting became all important for these four goals

A fifth goal not mentioned above is:

- ❖ Transportation Agencies added to use the same Software

A brief evolutionary history on this Goal's milestones:

- June 1, 2020, software RFP was released
- August 1, 2020, we received Six (6) software RFP proposals to evaluate
- September 1, 2020, the award was conditionally assigned to AlterNetways

The RFP process was a collaboration in and of itself, with programs across the state participating in the evaluation of potential software choices. The one chosen was deemed the most robust for the investment and sustainable. The ICAM grant allowed the LIFT rides Program to work with AlterNetways and their software "Assisted Rides", conditional upon AlterNetways' ability to meet all RFP requirements. LIFT began running a pilot study on the internet-based Assisted Rides platform to research the software's capabilities and specifications further. Through this pilot program, LIFT established a best-course-of-action Plan for expansion and implementation.

LIFT implemented the "Assisted Rides" software, running parallel to old systems to evaluate overall effectiveness. During this period, improvements, patches, enhancements and changes were made to the software. The software was deemed by Lift to be ready for daily application. In December 2021, ADRC-Adams County-Transportation and ADRC-Eagle Country-Juneau County began running parallel trials.

Section 6: Performance Measures

A tracking form was established from the outset using an excel spreadsheet. The monthly narrative and statistical results tracked each performance measure's history and timeline.

Table 8

(Mo/Yr)	Activities Noted for the Month (cell will wrap)	Performance Measures							Outcome Achieved (Y/N)?
		Two Transportation Agencies Added to the Use of the Software (#)	Objective Achieved (Y/N)?	Average Increase of 2 Unduplicated Passengers per month for any purpose (#)	Objective Achieved (Y/N)?	46 Average overall Monthly Rides Provided (#)	Objective Achieved (Y/N)?	10% Decrease in Missed Follow- Up Appointments after hospital stays (%)	
Baseline		0		297		5560			171
2020	February RFP Writing	N/A		N/A		N/A		N/A	
	April RFP Writing	N/A		N/A		N/A		N/A	
	May RFP Writing/Mobility Manager started 5/26	N/A		N/A		N/A		N/A	
	June RFP release 6/1 Q&A released 6/23 MM resigned.	N/A		N/A		N/A		N/A	
	July Interviews for new MM for Juneau/Adams Co. project	N/A		N/A		N/A		N/A	

Just as mileposts on a highway mark the progress the traveller is making, so does the monthly Performance Measures spreadsheet mark the progress the ICAM Partners are making in meeting or exceeding the ICAM grant goals. A supplemental spreadsheet was needed to build charts showing how the Partners performed on the Goals. The 2021 supplemental spreadsheet on Performance Measures re-formatted the Goals and the months, enabling charts to be representative of the statistical data without changing the Goals:

Table 9

ICAM Performance Measures-2021-2022	January	February	March	April
Average Increase of 2 Unduplicated Passengers				
Adams	12	13	15	9
Juneau	7	6	5	3
SWCAP	97	59	71	62
Total	116	78	91	74
46 Average overall Monthly Rides Provided (#)				
Adams	52	42	46	44
Juneau	25	34	40	33
SWCAP	1240	1392	1749	1575
Total	1317	1468	1835	1652
Provided 25 rides per month for Follow-Up				
Adams	19	19	23	22
Juneau	25	34	12	8
SWCAP				
Total	44	53	35	30
Average monthly increase of 1 to 1.5				
Adams	0	0	4	4
Juneau	7	6	5	1
SWCAP	10	31	40	39
Total	17	37	49	44

We needed to track background recruiting data to show the impact on each goal as we moved through the grant timeline. The Recruiting Platform Baseline format is shown on Table 7 of this report.

While Performance Measures received some formatting modifications, the Mobility Manager's role also had to change to meet challenges. Instead of coordinating rides, the primary responsibility became recruiting drivers for Adams and Juneau Transportation Programs. The Mobility Manager prepared weekly reports to track and measure recruiting efforts and ICAM goals and presented them to the partners.

An example from the Mobility Manager 12/30/2020 Weekly ICAM Report:

Figure 2

In This Report:

- 1. Posters and Flyers-Distribution**
- 2. Adams-Friendship Newspaper**
- 3. FYOD Brochure-Pending**
- 4. Tasks Ahead**

1. Posters and Flyers-Distribution

- A. Juneau County-(See attached to this email)
 1. Solid Green Circle allowed Posters
 2. Green and Yellow Flags allowed for flyers to be left for pick up
 3. Kwik Trip (all), Hansen's IGA (Elroy) and Miller's General Store (Lyndon Station). All were most gracious in allowing Posters and Flyers
 4. Festival (Mauston) major disappointment in not allowing Flyers
- B. Adams County
 1. Distribution of posters and Flyers Next week-see Tasks
- C. Churches
 1. Develop list of Churches in Both Counties
 2. Will email to churches Posters for Announcing to Congregations

2. Adams-Friendship Newspaper

- A. Theresa David Reporter (Flyer attached to this email)
 1. Interviewed on Monday-12-28-2020
 2. Reviewed the recruiting for Vol. Drivers for Adams and Juneau County
 3. Emailed Flyer to timesreporter1@afnewspapers.com

3. FOYD Brochure-Pending

- A. Just as a reminder –awaiting approval so we can print and promote

4. Tasks Ahead

- A. Listing and Distribution of Posters and Flyers in South Adams County
- B. Listing and emailing of Flyers to Churches in both Counties
- C. Listing and Distribution of Posters and Flyers for New Lisbon
- D. Following up to all locations in Juneau County to ensure Posters and Flyers are on-sites.

All of the above Reports would build a track record and improve the success of meeting and exceeding our Goals.

Section 7: Outcomes

Accomplishment in achieving each of the Goals relied upon the Partners working together. This is demonstrated in the First Goal:

1. Goal: Transportation Agencies added to use the same Software

Target: Two (2) additional agencies with Lift's Software Program

Objective: Completed September of 2021 – Currently, five agencies share the platform

LIFT-SWCAP took the lead on piloting the software from AlterNetways- "Assisted Rides". LIFT began using the software in 2020. During the pilot, enhancements were designed to improve the software's ability to schedule on-demand transportation services efficiently. Any outcome of striving to achieve a Goal has many variables and challenges. The above goal faced technological, implementation and procedural factors. Each Partner required a different set of approvals and support to move forward.

In December 2021, Adams and Juneau Transportation Coordinators started training in the use of Assisted Rides. Both Adams and Juneau began running parallel systems in January 2022. In March 2022, all three Partners were utilizing Assisted Rides software, allowing them the ability to coordinate transportation services. The success of this software has been shared with other counties to recruit them to join the AlterNetways shared platform software.

Agencies/Counties using AlterNetways software- Assisted Rides:

- Lift Program-SWCAP- ICAM Grant Partner- December 2020
- ADRC- Adams County -ICAM Grant Partner – January 2022
- ADRC- Eagle Country-Juneau County – ICAM GRANT Partner – September 2021
- ADRC- Green County- February 2021
- ADRC- Lafayette County – August 2022

The accomplishment of this Goal ahead of the deadline is a credit to the Partners and AlterNetways working to improve its functionality and overall reporting data.

Continuing with the Goals and the Outcomes of the remaining Three Goals:

2. Goal: Increase the Number of Unduplicated Passengers- Adams & Juneau

Target: Two (2) riders per month, a 10% increase over a year

Objective: During the duration of the grant timeline

3. Goal: Increase the number of overall rides- Adams & Juneau

Target: 46 rides per month or an increase of 15%

Objective: During the duration of the grant timeline

4. Goal: Decrease missed follow-up medical appointments

Target: 10% reduction in missed appointments

Objective: During the duration of the grant timeline

The discussion begins with **#4. Goal: Decrease missed follow-up medical appointments:**

Unlike today, during the pandemic, only medical rides were provided. All appointments were directly related to necessary medical trips. All other transportation trips were de-prioritized, and **only requests to and from medical appointments became the top and only priority.**

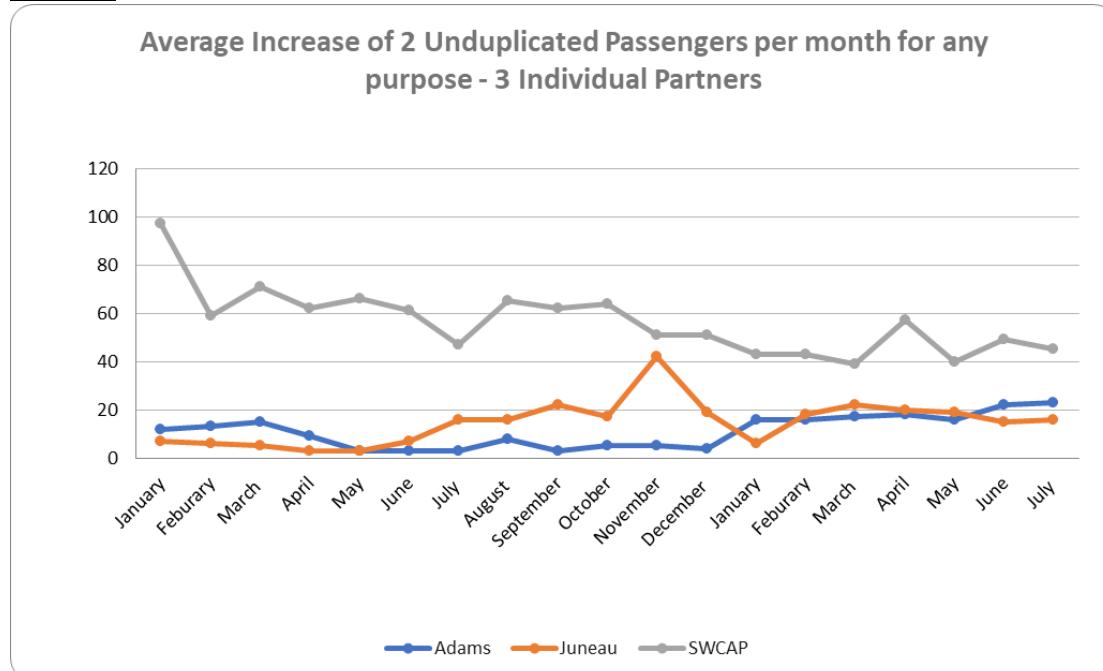
The data for this goal became challenging to record and track as all transportation was directly related to ensuring medical follow-up. Thus, this goal is represented by the Outcomes of **Goals #2 and #3** as stated above.

2. Goal: Increase the Number of Unduplicated Passengers- Adams & Juneau

(Calendar Years 2021 & 2022)

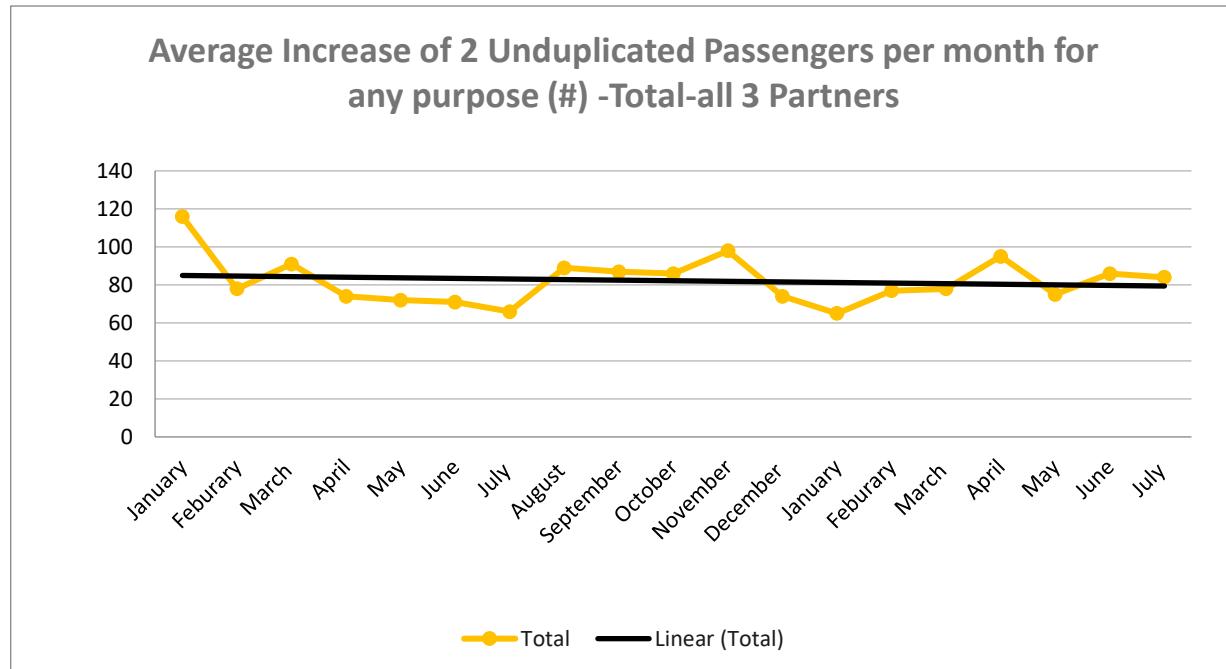
Figure 3

Average Increase of 2 Unduplicated Passengers per month for any purpose - 3 Individual Partners



The chart demonstrates successfully increasing the number of unduplicated passengers. Not just for Adams and Juneau Counties but also for the LIFT rides program. Each Partner exceeded this goal for every month beginning in January 2021 through the Grant's final month of July 2022. This is shown more conclusively by a combination Chart of all three Partners:

Figure 4



Please note again that all trips for regular and unduplicated passengers were for medical appointments. It is astonishing that the three Partners were able to add new passengers during Covid-19, a time when drivers stopped driving for their safety. In reality, the original Goals hinged on the ability of the Partners to have enough Volunteer and LTE (Paid) Drivers to meet demand. Supply (drivers) and demand (requests from passengers) were under extreme pressure in this new paradigm.

The Lift Program and ADRC-Juneau relied heavily on LTE (paid) drivers. ADRC-Adams relied primarily on Volunteer Drivers. Each strategy worked for each Partner as seen in the above composite chart above.

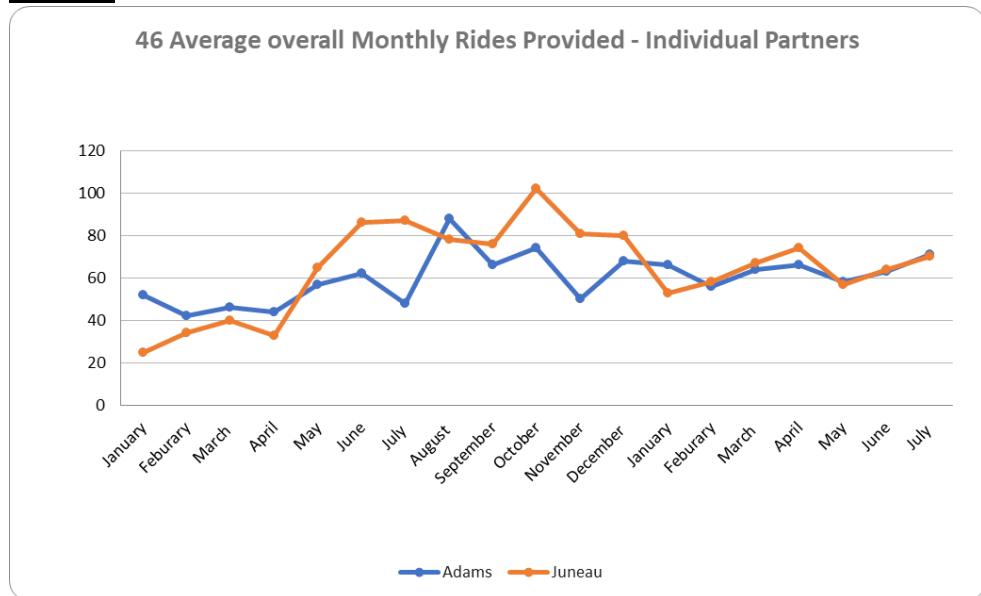
While demand declined during this period, providing rides still presented a challenge to all Partners. As shown in the above chart, once stability was reached (July thru October-2021), an increase was obtainable. However, medical facilities had to further restrict appointments beginning in November due to a new variant. Stability again showed the resiliency of the Partners beginning in February of 2022 and running through the end of the Grant.

3. Goal: Increase the number of overall rides- Adams & Juneau

Target: 46 rides per month or an increase of 15%

Objective: During the duration of the grant timeline

Figure 5



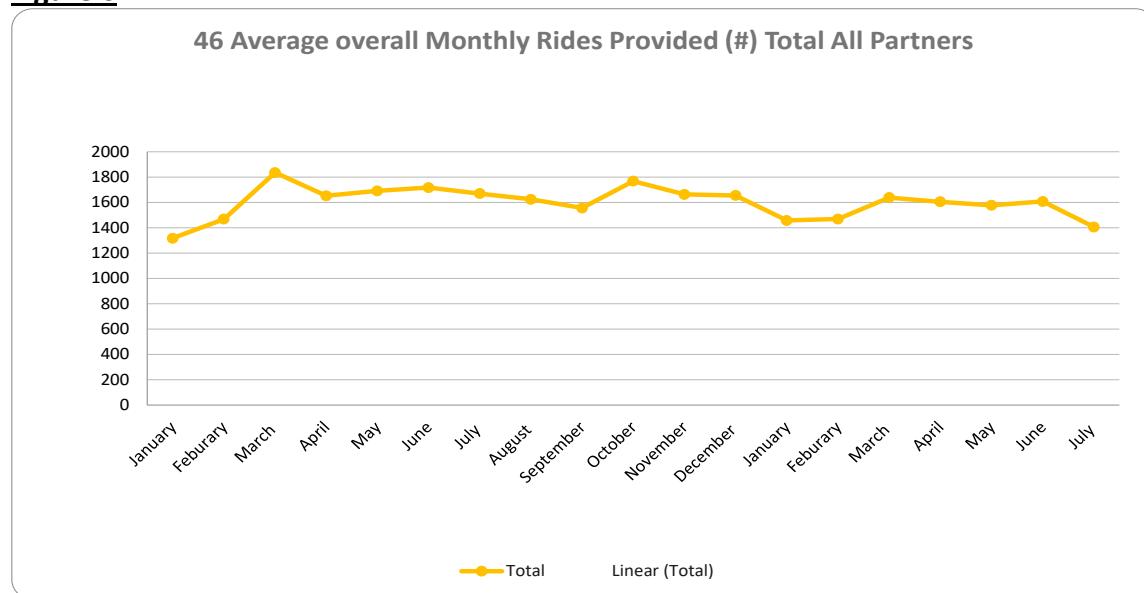
Growth of any Goal/Program requires meeting demand with (a stable) supply. This Goal-Increase the number of overall rides for Adams and Juneau County had a huge demand. In Juneau County, over 31% of the population qualified for ADRC transportation services-over 8,100 people. In Adams County over 42% of the population qualified for ADRC transportation services- over 8,600 people.

The distance a vehicle must travel to service these two populations is even more dramatic. Both Counties only have 10.7 (Juneau) and 13.4 (Adams) eligible people per square mile. Increasing the number of rides required additional drivers.

Once again, the two Partners- ADRC-Adams & ADRC-Juneau demonstrate their ability to meet the goal and exceed it. In fact, (for most of the life of the ICAM Grant) each Partner exceeded the goal individually. The above chart is remarkable, considering the increased distance both Adams and Juneau had to travel. The increased distance placed additional time on trips because all trips were for medical appointments. Clinics, treatment centers and hospitals are all located a greater distance away for residents of these Counties.

When we look at a composite for all Partners:

Figure 6



We see that they exceeded the goal of averaging over 46 rides per month; They shattered it!

Once medical facilities re-opened in May 2021, both Counties were able to reach the Goal and sustain it. The above chart does show an up/down pattern from month to month (June thru December 2021). Then a steadier progression from February to the end of the Grant. We found no discernable reason(s) for either one of these patterns.

The Partners accomplished all of their goals under the ICAM Grant. However, the Goals were simplified because every trip for Adams, Juneau, and most of the time, LIFT were limited to medical appointments. LIFT was able to provide rides for additional reasons when drivers were available.

Section 8: Sustainability

Goal: Transportation Agencies added to use the same Software

The software "Assisted Rides" will continue to be used by all three Partners and others well beyond the Grant end (July 31st, 2022), enabling the Three Partners to use the software beyond the year 2023. AlterNetways allowed SWCAP, a much larger organization, to utilize its program as a shared infrastructure to accomplish our goals. SWCAP bore most of the cost with additional tenants paying based on the number of rides they perform. This model allows them to use a robust scheduling and reporting tool at a reduced cost and enables the model to remain sustainable for the smaller programs.

So, this will this goal will be sustained and, LIFT rides will continue to recruit new partners. This positive software application will have a profound and lasting effect on South Central/South Western Wisconsin.

Goal: Increase the Number of Unduplicated Passengers- Adams & Juneau

Goal: Increase the number of overall rides- Adams & Juneau

Goal: Decrease missed follow-up medical appointments

These Three Goals will be significantly impacted by future recruiting success. Before 2020, each goal could be sustained beyond the ICAM Grant end (July 31st, 2022). However, several factors may impede each Partner's ability to meet and exceed each goal.

The Three Partners should be able to sustain the Goals well into the future. However, as the past two years have shown, events create new and unusual challenges. Without a Mobility Manager focused on regional coordination, marketing and implementation, no one program has the resources or time to continue the collaboration.

The Find Your Own Driver Program, created due to challenges during the grant's timeline, was developed for rural on-demand transportation and will continue beyond the end of the grant. It fits perfectly into accomplishing the above Goals and is easily sustained.

This program allows the passenger to recruit their driver. The program only reimburses for medical trips. The program reimburses the passenger (not the driver) on a mileage basis. The passenger then pays the driver. The passenger is allowed to use different drivers for different trips. By allowing riders to utilize someone they know who will drive them, the FYOD Program frees the Partners from recruiting and having the need to provide as many drivers, vehicles or both. LIFT will continue to share the Find Your Own Driver Program's success and structure with other agencies and counties across the region and state.

Section 9: Adverse Events and Positive Impacts – The New Paradigm

Before 2020:

Recruiting both Volunteer Drivers and LTE or Paid Drivers was a challenge, though. All Three Partners were able to fulfill most requests for trips. In addition, the Partners provided trips for many different purposes, including shopping, meetings, and other events. The target group was retired or semi-retired individuals, typically recruited at face-to-face opportunities. This target group was dependent on Social Security as their primary income.

A challenge throughout the region was reimbursing individual older volunteers who provided many rides. They were concerned that receiving W-9 forms over \$600 a year would affect their Social Security benefits.

The growing number of TNCs and TNC drivers further complicated the above action. Insurance companies shifted to requiring anyone "driving as a commercial activity" to pay higher rates for commercial driver policies. Under this new model, some auto insurance companies lumped Volunteer Drivers into this category, charging higher premiums to volunteers or denying them coverage.

While the above two factors did increase the difficulty of recruiting, the Three Partners were still able to find and retain Volunteer and Paid Drivers. The target group, however, was smaller and required greater communication on the impact of the two factors (IRS & Auto Insurance).

Partners were able to place energy and funds into recruiting and collaboration with a full-time Mobility Manager funded by this grant. All partners need more time, staff, and funding to implement programs and dedicate the time to design and implement the aggressive recruiting efforts required to grow a volunteer base to meet increased demand for rides.

The Great Social Divide-Begins in 2020:

In March of 2020, just as the ICAM Grant was initiated, the pandemic hit Wisconsin. Covid-19 arrived with total impact on hospitals and medical treatment centers. All but emergency medical appointments were cancelled. In addition, food and coffee shops closed their interior lobbies allowing only drive-thru or deliveries.

Because of the pandemic, both recruiting and requests for rides decreased. The pipeline for recruits from coffee clutches and social gatherings simply dried up. Individuals were told to isolate themselves. Now, the elderly and disabled were even more alone. Their ability to get to medical appointments became extreme. The Three Partners had to adapt new procedures to provide healthy and safe Drivers and Vehicles. They saw a huge turnover of drivers, as both Volunteer and Paid Drivers were in fear for their own health and safety.

The Great Social Divide created a breakdown of "pre-2020" recruiting tactics. No longer were the Three Partners able to recruit candidates using social gatherings.

The impact of this Great Social Divide changed the role of the Mobility Manager, whose main focus shifted to recruiting. It also required the Three Partners to develop procedures for medical trips only. This now forced the Three Partners to be creative on how and where to recruit.

The Great Social Divide is defined as isolating elderly and those living with disability due to no longer holding any social gatherings. It was further amplified by the fact that most elderly people do not adjust well to using smartphones, tablets or computers. Cutoff from face-to-face encounters with others their age and without electronic devices to keep them open to ongoing events; the primary group recruited for Drivers was unreachable. The New Paradigm has shifted a portion of rides provided by volunteers to paid drivers.

Initiatives to collaborate and coordinate were set aside during the pandemic and the project got a late start. The projects hiring recruiting and project start dates were all pushed back. Hospitals and clinics drastically reduced the types of visits allowed. Nursing homes went on lockdown, not allowing essential medical transports to protect their clients. Riders were reluctant to utilize services.

Section 10: Overall Conclusions and Lessons Learned

A Mobility Manager dedicated to regional transportation solutions was essential to expanding our rural volunteer driver programs.

We were all challenged by the loss of volunteers during Covid-19 that would never return. The partner agencies individually needed more resources including, funding to promote the expansion of volunteer recruitment and the time to develop new solutions or track the outcomes of implementing solutions and marketing efforts. The Find Your Own Driver Program, designed by the Partners and Mobility Manager to fill the gap when there were not enough volunteers, was successful because we had a shared Mobility Manager to iterate, track and promote its use. The addition of this program helps to meet the needs of those who come in contact with potential drivers.

Volunteer driver programs are an effective use of resources for the public good. In rural areas, they typically exist because their riders don't have any other options. While the benefit of this model dramatically impacts rural residents' ability to access essential services, nutrition and employment, their value is undermined by the lack of legislation both at the state and federal levels to support volunteer drivers.

Tax ramifications for mileage reimbursement for volunteer drivers are unclear and prevent some from volunteering. Currently, Federal law allows the reimbursement of volunteers on a nontaxable basis up to the charitable mileage rate of \$0.14 per mile. Unlike the business and medical/moving rates, regulated by the IRS and adjusted to

account for the increasing cost of operating a vehicle, the charitable rate can only be changed through the legislative process.

During this process, programs lost volunteers due to increased insurance rates or the threat of losing coverage because they were volunteer drivers. Some found it difficult to obtain liability insurance because they were transporting others or reimbursed for travel-related expenses. Some insurance agencies classify any mileage reimbursement as compensation as a for-profit Transportation Network Company.

While some states have a law to protect volunteer drivers, Wisconsin does not. Federal and state legislation is needed to prohibit an insurer from increasing rates, or denying an insured solely for acting as a volunteer driver. Reimbursement of actual expenses, including mileage reimbursement, is needed to protect a sustainable means of providing equitable transportation to those lacking mobility resources outside of urban areas.

The shared platform makes it possible to exchange rides between partners. The software may be configured to allow outside entities, such as hospitals or service organizations, to request rides directly through the software. This will enable greater regional collaboration of services in the future. Each collaborating participant needs more resources to follow through with greater coordination a need the MSAA grant sought to solve in 2016. The MSAA grant supported an 18-month collaboration of over 15 agencies to define needs, solution requirements and implementation strategies for greater coordination throughout the area. Devoid of an oversight structure, using professional regional Mobility Managers dedicated to coordinating solutions, the potential of greater coordination will not be met even with the software available.

The structure of our publicly subsidized or funded transportation creates silos and significantly impacts initiatives to collaborate and coordinate to increase the capacity and efficiency of existing providers. The State of Wisconsin, by legislation, provides funding at the county level for transportation. Many of our counties' Aging and Disability Resource Centers provide medical transportation for county members. These programs are not funded at a rate where capacity can increase to match the growing need. This grant has allowed us to develop shared infrastructure so that smaller county programs can be more productive for a nominal cost when utilizing the scheduling software procured. Yet, some are resistant to working together because they are afraid of losing volunteers to another program. The ICAM grant funded regionally based volunteer recruitment. A structured system focusing on solving issues from the larger perspective to increase coordination is needed.

We appreciate the opportunity to have participated in this grant and at such a crucial time. All Partners have enjoyed getting to know one another and we developed a true collaboration with many lessons learned from our time working together for the greater good! We greatly appreciate NADTC, who was instrumental in guiding us through our iterative process.