

# Maricopa Association of Governments Human Services Coordination Transportation Plan



2008 Update



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## Executive Summary



2007 MAG Human Services  
Coordination Transportation  
Plan

Since 2006, the Maricopa Association of Governments (MAG) has worked cooperatively with the City of Phoenix, the designated recipient of Federal Transit Administration (FTA) funds for the region. Our partners include a diverse array of representatives from the public sector, private sector, nonprofit transportation and human services providers, and the public to develop effective strategies for coordinating transportation services. The collective goals of this planning process are to identify the transportation needs of individuals with disabilities, older adults, and people with low incomes; provide strategies for meeting those local needs; and prioritize transportation services for funding and implementation.

The 2008 plan proposes five initiatives to achieve this goal. These include an ambassador program to create an information network in the community; standardized training for drivers and riders to help maximize the benefits of the current system; the development of standardized coordination policies to assist agencies in working with one another; and the collection and analysis of data to assist with program and policy development for people needing human services transportation.

The need for seamless service is not a new issue. Legislation at the federal level through the Safe Accountable,

Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) formalized the activity into a requirement in 2006. For the first time, the government mandated that any agency applying for Section 5310 funds, Elderly Individuals and Individuals with Disabilities; Section 5316 funds, Job Access and Reverse Commute; or Section 5317 funds, New Freedom funds; needed to respond to a locally derived coordination plan. As the designated recipient for Sections 5316 and 5317 dollars, the City of Phoenix supports MAG in conducting the planning process by providing expertise, participation and funding.

Prior to changes in federal law, the region identified the need to coordinate human services transportation. Community feedback gathered during the development of the 2006 MAG Regional Human Services Plan consistently emphasized the need for better access to information and services. Focus group participants across all sectors, income levels and geography demanded better solutions for moving people throughout the region.

The 2007 Maricopa Association of Governments (MAG) Human Services Coordination Transportation Plan laid the foundation for the first step in coordination through improved communication between agencies and awareness of current resources. This update takes the next step in coordination by standardizing policies, training and information about human services transportation programs.



According to FTA guidance, both the 2007 and 2008 plans specifically include the following:

- An assessment of available services that identifies current providers (public, private, and non-profit).
- An assessment of transportation needs for individuals with disabilities, older adults, and people with low incomes.
- Strategies and/or activities to address the identified gaps and achieve efficiencies in service delivery.
- Relative priorities for implementation based on resources, time, and feasibility for implementing specific strategies/activities identified.



This region has significant resources and strengths in the area of human services transportation. A multitude of agencies offer quality programs that enhance people's dignity and self-sufficiency. Political will and community support bring focus to this issue in a constructive way. Many people offer their expertise and experience to develop the plans that will have a deep and meaningful impact. Successful coordination will offer critical benefits, especially for vulnerable people in the region.

This plan is indebted to the many people committed to its success. All have a role to play in this endeavor. For more information about the plan or the next steps forward, please contact MAG at (602) 254-6300 or at [humanservices@mag.maricopa.gov](mailto:humanservices@mag.maricopa.gov).



## Introduction

Since 2006, the Maricopa Association of Governments (MAG) has worked cooperatively with the City of Phoenix, the designated recipient of Federal Transit Administration (FTA) funds for the region. Our partners include a diverse array of representatives from the public sector, private sector, nonprofit transportation and human services providers, and the public to develop effective strategies for coordinating transportation services. The collective goals of this planning process are to identify the transportation needs of individuals with disabilities, older adults, and people with low incomes; provide strategies for meeting those local needs; and prioritize transportation services for funding and implementation.

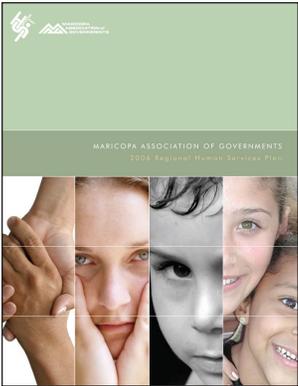
The need for seamless service is not a new issue. Legislation at the federal level through the Safe Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) formalized the activity into a requirement in 2006. For the first time, the government mandated that any agency applying for Section 5310 funds, Elderly Individuals and Individuals with Disabilities; Section 5316 funds, Job Access and Reverse Commute; or Section 5317 funds, New Freedom funds; needed to respond to a locally derived coordination plan. As the designated recipient for Sections 5316 and 5317 dollars, the City of Phoenix supports MAG in conducting the

planning process by providing expertise, participation and funding.

Prior to changes in federal law, the region identified the need to coordinate human services transportation. Community feedback gathered during the development of the 2006 MAG Regional Human Services Plan consistently emphasized the need for better access to information and services. Focus group participants across all sectors, income levels and geography demanded better solutions for moving people throughout the region.

The region rallied to create the inaugural 2007 MAG Human Services Coordination Transportation Plan. This plan represented the voices of hundreds of stakeholders and coalesced diverse interests into three short-term strategies. Within a month of its publication, the plan was recognized as a national model and was later presented at a national conference in Washington, D.C. Even amidst this success, plans were well underway to update the document before the print was even dry. This speaks not to any flaws in the process or product, but to the dynamic and rapidly changing environment of human services transportation coordination.

The question confronting the region then is not whether or not to coordinate human services transportation. Instead, we are faced with the challenge of how best to



*2006 MAG Regional Human Services Plan*



## Maricopa Association of Governments Human Services Coordination Transportation Plan – 2008 Update

coordinate the myriad of programs and needs into one comprehensive service delivery model. There are many roads we can choose. This plan is the map to lead the region to its destination of truly coordinated human services transportation.

According to FTA guidance, both the 2007 and 2008 plans specifically include the following:

- An assessment of available services that identifies current providers (public, private, and non-profit).
- An assessment of transportation needs for individuals with disabilities, older adults, and people with low incomes.
- Strategies and/or activities to address the identified gaps and achieve efficiencies in service delivery.
- Relative priorities for implementation based on resources, time, and feasibility for implementing specific strategies/activities identified.

Broad community support has marked the update of the plan, just as it proved to be the strength of the first plan. Key decision makers, clients of the system, planners, providers and funders alike have shared their insights and dreams for a truly coordinated system that serves all people. The development of the 2008 MAG Human Services Coordination Transportation Plan Update has renewed commitment to the following insights:

- Coordinated human services transportation will not just improve mobility options, it will enhance people's quality of life. As people are better able to rely on effective transportation solutions, this will positively impact their ability to maintain employment, housing, good health and an adequate support system.
- The level of assistance needed to access transportation is defined just as much by the ability of the environment to respond to such needs as it is by an individual's disability. If the environment were truly accessible, then personal disabilities would not be perceived.
- While efforts to coordinate human services transportation are specifically developed for older adults, persons with disabilities and people with low-incomes, the solutions being developed are universally beneficial for all people.

This plan will offer background on the federal, state and regional elements of the pursuit to coordinate human services transportation. Detail about the process to update the plan will be given, as well as a report on progress made on the implementation of the 2007 plan. New strategies and next steps will be provided to move the region forward.



As the report will make clear, the first plan laid the foundation for coordination by prompting communication of the main stakeholders. This strategy is based on the belief that communication creates the relationships necessary for coordination. This update will continue the evolution of coordination by standardizing basic elements of human services transportation, such as training and policies.

Future coordination strategies will represent more intensive efforts, such as joint-use agreements and eventually consolidation of services on some level. The region cannot afford to be complacent with comfortable practices that do not result in tangible change. We must continuously challenge ourselves to do more. The people we serve deserve no less.



## Background

The need to coordinate human services transportation programs developed the instant more than one program existed. With the multitude of programs that are offered today, the need to coordinate efforts has never been greater. “There’s no such thing as too much of a good thing,” is tested with well-intentioned but overlapping programs that waste resources in some areas while leaving critical needs unaddressed in other areas. Despite the need for effective solutions, the answers have not come without struggle. If this work was easy, it would have been done 30 years ago when the need first manifested.

A renewed focus on this need crystallized on February 24, 2004 when President Bush signed Executive Order 13330 and created the Interagency Transportation Coordinating Council on Access and Mobility (CCAM). This group was charged with the Herculean task of coordinating 62 different funding streams that supported a plethora of programs providing human services transportation. The council is striving to increase education and outreach, reduce duplication, consolidate access, support comprehensive planning and the development of cost allocation procedures and document relevant best practices.



*Federal programs are designed to support the transportation needs of older adults, people with disabilities and those with low income.*

The priority to coordinate transportation services was heightened on August 10, 2005 when President Bush signed SAFETEA-LU into action. This legislation authorized \$284 billion for federal surface transportation programs over five years, including \$52.6 billion in transit programs, a 46 percent increase over previous legislation. With money on the table and a clear directive from the White House, a flurry of activity erupted at the local level.

This legislation had direct and tangible effects at the agency level. Specifically, any projects receiving support from three funding sources affected by this legislation had to support a locally coordinated plan. These three funding sources include Section 5310, Elderly Individuals and Individuals with Disabilities; Section 5316, Job Access and Reverse Commute; and the newly developed Section 5317, New Freedom. Representing older adults, people with disabilities and low-income people, these three grant programs serve some of the most vulnerable people who are least able to use mainstream transportation.

Local efforts receive support and guidance at various levels. The national United We Ride Council, as well as its counterpart, Arizona Rides, offers high level direction for programs, policies and planning. The Arizona Department of Economic Security, the Arizona Health Care Cost



Containment System, Arizona Department of Transportation and councils of governments all serve on the Arizona Rides Council. The City of Phoenix provides critical financial support and expertise for the planning process through MAG. The representative from the Maricopa Association of Governments on Arizona Rides also serves on the national steering committee for the National Resource Center, a clearinghouse for human services transportation information. These relationships ensure effective circulation of strategies from the regional to the statewide to the national levels.



## Progress Report

The 2007 plan identified three short-term strategies that would lay a solid foundation for more intensive strategies in the future. These steps take into account the reluctance of providers to embrace coordination. A fierce commitment to the uniqueness of their clients and competition for scarce resources has made many agencies wary. A survey of providers in 2005 indicated that many would not even consider a number of coordination strategies. Now that federal requirements have taken the voluntary element out of the equation, coordination is a required exercise. The plan maintained a precarious balance between technical feasibility and political reality.

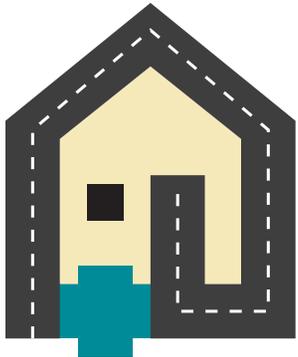
Significant progress has been made since the initial plan was published. The following is a summary of the steps taken to successfully implement the plan.

1. **Ongoing assessment and evaluation:** The City of Phoenix, the Arizona Department of Transportation and the Maricopa Association of Governments host the application processes for the three grant programs in question, Sections 5310, 5316 and 5317. These agencies are tracking compliance with the plan through the applications. All applicants in 2007 signed commitment forms to support the implementation of the plan. The 2008 application process will

include additional measures to monitor full compliance. In addition, applications exhibiting innovative collaborations will be ranked more favorably.

2. **Sub-regional and regional meetings:** Sub-regional groups have been engaged in the West Valley, East Valley and Phoenix to promote relationships and communication. An impressive number of stakeholders have participated in three meetings in each of the sub-regions. A regional meeting for 250 people has been scheduled for April 8, 2008. This event will promote the most promising practices identified at the sub-regional level to be replicated at the regional level. Housing has been added to the conference in deference to the interdependence of the two issues. An informal group of primary partners and leadership from throughout the region has lent oversight to the implementation of this strategy.

3. **Comprehensive online directory:** The sub-regional groups have supplemented and refined the data currently available for human services transportation programs. This expanded database has been utilized by AZ211 to expand their information. Valley Metro is currently reviewing the database to ensure all the public transit information is included appropriately. MAG will work with AZ211 to make the search results more accurately and specifically appropriate to the



**Housing & Transportation**  
Human Services Coordination

*A regional meeting on  
Transportation and housing  
has been scheduled for  
April 8, 2008*



needs expressed. With the inclusion of the public transit data and links between to ensure seamless searching, this goal as it was originally written will be completed.

These strategies have met with success thanks to the diligent support of a wide range of stakeholders including the Section 5310, 5316 and 5317 agencies. In addition, the municipalities and MAG member agencies have provided critical partnerships in this process. Special thanks are also extended to the Arizona Rides Council for sharing their expertise and influence to enhance this process. With the continued support of these groups, great strides can be made in human services transportation.





## Highlight on Mobility Management as a Coordination Strategy

The process and community engagement that developed the 2007 Plan provided an unprecedented forum for coordination. This heightened focus offered guidance and funding for agencies wanting to implement innovative strategies to coordinate human services transportation programs. Two agencies answered this call with a proposal that has tremendous potential.



*Triple R Behavioral Health and Terros (above) received an award to hire a Fleet Information Analyst*

Terros and Triple R Behavioral Health both serve people with serious mental illnesses and substance abuse issues. Together, they offer nearly 100,000 trips a year with nearly 100 vehicles, one of the largest nonprofit fleets in the region. The clients they serve face significant social and economic barriers in all aspects of life, including transportation. They very often have difficulty understanding and using public transit. These lost opportunities to engage their community results in debilitating isolation.

The two agencies collaborated on a Section 5310 application for mobility management. They were awarded funds to hire a Fleet Information Analyst and software to manage the vehicles' schedules. This increased efficiency will result in more trips for more clients while providing increased safety. This will enhance the clients' ability to access community supports, imparting a significant

benefit to their mental health. Since the award, the two agencies have been approached by others wanting to join the partnership.

Universal Tracking Systems, the software proposed for this program, is generally used by for profit companies. This is the first time the software will be used in human services transportation. The company is very excited because this represents a whole new market. The agencies are eager to use the software because it offers efficiencies that were unavailable up until now. This project is a wonderful example of how nonprofit agencies can leverage the expertise and resources of for profit companies with government support.

For more information about this project, please contact Peggy Chase, Senior Vice President of Operations/CFO at Terros by calling (602) 818-6934 or Wayne Hochstrasser, President/CEO of Triple R Behavioral Health at (602) 995-7474.



## Process to Update the Plan

This next section will present the process undertaken to update the coordination plan for the MAG region. A number of stakeholders were engaged throughout the development of this document. These include representatives from the Arizona Department of Transportation, the Arizona Health Care Cost Containment System, the Arizona Department of Economic Security, nonprofit providers of transportation and human services, for profit companies, clients representing older adults, people with disabilities and people with low-incomes, municipalities, Maricopa County and faith-based organizations. Their cumulative experiences and perspectives provided the framework for this update. Their vision will shape the number and nature of services offered to meet human transportation needs.

This effort is indebted to the people and groups who shepherded the continuing pursuit of coordination. As indicated in the status report on the last plan's short-term strategies, sub-regional groups met to dialogue about local useful practices and lessons learned. The West Valley Human Services Alliance's Transit Subcommittee took on this responsibility for that sub-region. New groups of familiar faces were formed in the East Valley and in Phoenix. Open invitations were extended for each of the three meetings in each sub-region. People or providers with a particular interest or service to a sub-region were encouraged to attend meetings in that sub-region

to facilitate familiarity and relationships.

Once convened, the groups reviewed the resource information for the online directory and identified features that would be key to its success. The groups then turned their attention to agencies or practices that enhanced coordination in that sub-region. Regional, statewide and national practices and services were assessed for potential replication in that sub-region as well. Above all, the meetings served to familiarize the people and providers with each other. This resulted in information being shared, partnerships being formed and capacity increased as services were better coordinated. The broad invitation to the meetings brought in people unfamiliar to formal service delivery but very much in need of assistance. These forums offered technical assistance, an orientation to the field of human services transportation and a support system.

Through each meeting in every part of the region, two prevailing questions were addressed; what can be done to help improve the coordination of human services transportation and what needs can be met through such coordination. While the main goal of the plan is to positively impact services on a personal level, the long-term sustainability of any strategy chosen rests on the ability and willingness of the agencies to implement it. If the agencies do not espouse a strategy, then any success at all will be fleeting and ill-fated. If the agencies own a strategy and benefit from it, then they will ensure that it will thrive.



*The West Valley Human Services Alliance's Transit Subcommittee met to dialogue about best practices.*



## New Strategies

The following strategies were developed based on direct feedback from agencies and the people they serve through human services transportation programs. All five initiatives have the potential to maximize the resources in the region available. This will be done by empowering people with additional services and information, assisting agencies to standardize their operations, and providing the region with current, accurate data about unmet needs and the demographics of the people needing transportation services.



A general evaluation of the strategies will be conducted through a series of three focus groups and surveys throughout the region in the last quarter of FY09. Feedback from at least 65 percent of the respondents will indicate the strategies are effectively addressing the need to coordinate human services transportation. At least 35 percent will report their quality of life has improved as a result of these measures. Any suggestions for improvement will guide the next update to this plan.

These strategies are proposed to better coordinate human services transportation in the region by standardizing the services available.

### 1. Ambassador Program

#### *Audience*

People from the community with an emphasis on age restricted communities, people with disabilities and people with low-incomes

#### *Action*

This program will connect people from the community with standardized travel training, sensitivity training, and information about human services transportation resources. Ambassadors will be kept current through monthly e-mails, quarterly sub-regional meetings and an annual regional meeting to celebrate the efforts of the ambassadors. Pending the acquisition of funding, incentives such as free bus passes will be given to the volunteers as incentives for participation in the program.

The community will access the ambassador volunteers through their local communication channels or through MAG. If someone calls MAG for information about human services transportation, they will be referred to the ambassador in their community. The program will be marketed through mainstream outlets such as community cable stations, newsletters, newspapers, and word of mouth.

#### *Agency Responsible*

Maricopa Association of Governments



### *Timeline*

Recruitment for ambassadors will begin in May 2008. Training will be completed by the end of October 2008. Quarterly meetings will begin in October 2008. The regional meeting will be held in the fourth quarter of Fiscal Year 2009.

### *Impact*

This activity will increase the capacity of the region to disseminate accurate information about human services transportation. People will receive more individualized assistance. The burden on agencies to provide both this assistance and information will be lessened. This will allow them to focus more time and energy on transporting people.

### *Evaluation*

Both ambassadors and people receiving assistance will complete surveys. This evaluation instrument will indicate satisfaction with the program and opportunities for improvement. MAG will engage community partners to review the survey results and enact any necessary changes to the program on a biannual basis. At least 65 percent of those completing the survey will indicate that the program has increased their understanding of and access to human services transportation.

## **2. Standardized Driver Training**

### *Audience*

Drivers for human services transportation programs, whether volunteers or paid staff, for nonprofit or for profit agencies.

### *Action*

Drivers from nonprofit and for profit agencies, whether volunteers or paid staff, will have the opportunity to complete free online trainings for a certificate of completion. The training will address key areas that will enhance the quality service people receive. This will include client transfer and handling, especially in wheel chairs.

### *Agency Responsible*

Arizona Department of Transportation

### *Timeline*

This strategy will be implemented by the end of 2008.

### *Impact*

Standardized online training will improve the quality of drivers, assist the agencies in keeping staff trained and available to work, and benefit people because more services will be available.



#### *Evaluation*

Agencies applying for Section 5310, 5316 and 5317 funding will be asked to report the number of accidents and complaints for FY08 to date. This will establish a baseline for measuring the effectiveness of the driver training. In FY09, agencies will be asked to report the number and percentage of change in the number of accidents and complaints after their drivers have completed the training. A decrease of five percent in the number of accidents and complaints will indicate the training is effective. Agencies will also have the opportunity to report any positive rider feedback in the application process.

### **3. Standardized Coordination Policies**

#### *Audience*

Agencies that receive Section 5310, 5316 and Section 5317 funding

#### *Action*

Templates for standardized policies about coordination will be developed and made available to agencies providing human services transportation programs. Different requirements from funders will be taken into account when developing the templates. Feedback from the agencies affected, ADOT, and community partners will be used to develop the templates. Agencies receiving funding Sections 5310, 5316 or 5317 will be required

to have a coordination policy using the templates as a guide.

#### *Agency Responsible*

MAG, ADOT and the City of Phoenix will be responsible for monitoring implementation through the application processes for Section 5310, 5316 and 5317. The templates will be developed by these agencies in partnership with community stakeholders.

#### *Timeline*

Development of the policies will take place by the end of Fiscal Year 2008. Training will be provided throughout the end of that calendar year. Implementation will be monitored during the application processes of 2009.

#### *Impact*

This initiative will set a standard for coordination throughout the region. This will facilitate greater coordination among the agencies involved with human services transportation. This will result in greater maximization of resources and reduction in duplication.

#### *Evaluation*

The committees responsible for evaluating the applications will evaluate effectiveness of this initiative. The Elderly Individuals and Individuals with Disabilities Transportation Program Committee at MAG is responsible for



the Section 5310 applications. The committee will report compliance of the applicants with this strategy. In FY09, at least 85 percent of applicants will implement coordination policies. At least 15 percent of applicants will report an increase in the number of partners with whom they coordinate within a year of implementation of the policy.

#### **4. Need and Demographic Tracking**

##### *Audience*

Users of the online directory about human services transportation resources

##### *Action*

The online directory for human services transportation resources is being implemented by AZ 2-1-1. In order to offer the most appropriate information about resources, the system will also inquire about a person's demographics such as age, income, level of assistance needed, disability status and residence. Instruction on how to use the directory will be provided on the Web site, to all ambassadors, and to the general public through AZ 2-1-1's outreach efforts. In addition, the system will track the unmet needs of the user by asking if the resources presented met the user's needs. If the resources are not appropriate, the system will track reasons such as lack of availability, outside the service delivery area and ineligible. The data gleaned will be tracked, reported and used to

assess gaps and to develop new programs. As AZ211 expands their service to include a call center, there will be additional support available. The system will be marketed through mainstream venues such as community cable stations, the network of human services and transportation providers and MAG member agencies.

##### *Agency Responsible*

AZ 2-1-1 with support from Valley Metro and MAG.

##### *Timeline*

By the end of the fourth quarter of FY 2008, AZ 2-1-1 will have created a form used to collect demographic and need information from users of the database in order to track data and help refine the search. AZ 2-1-1 will feature the database and search engine at the Housing and Transportation Conference on April 8, 2008. MAG staff will work with the sub-regional groups in the first quarter of FY 2009 to review and identify elements needing revision in the new online directory on AZ 2-1-1. AZ 2-1-1 will make changes as needed to the directory by the end of the second quarter in FY09. The directory will be marketed and launched in the third quarter of FY09. All agencies will be invited to provide links from their Web sites.

##### *Impact*

This initiative will provide invaluable information on a current basis. This will greatly enhance the ability of the



Visit Arizona 2-1-1 online at  
[www.az211.gov](http://www.az211.gov)



region to plan new programs and approaches to coordinate human services transportation. The region is growing rapidly. Such population growth results in needs changing and emerging quickly. This dynamic environment requires consistent and current data collection in order to ensure strategies used are responsive to emerging needs.

#### *Evaluation*

Users of the system will report their satisfaction with the directory. At least 75 percent will indicate satisfaction with the directory. Quarterly reports on the needs and demographics of the users will be provided to MAG on a quarterly basis. MAG will work with AZ 2-1-1 and community partners to analyze the data and recommend changes to the directory or to the human services transportation delivery system. This may include new program development, revisions to coordination strategies or modification recommendations to existing programs. A survey of community partners will indicate at 70 percent find the process effective to increasing coordination and maximization of transportation resources.

### **5. Travel Training for Older Adults and People with Disabilities**

#### *Audience*

People from the community needing assistance and knowl-

edge to access public transit options. The primary target population is older adults and people with disabilities.

#### *Action*

Free, standardized travel training will be provided to assist people in using public transit options. Training is currently available to older adults through a variety of sources including but not limited to regional entities like Valley Metro RPTA, statewide agencies such as the Arizona Department of Economic Security's Rehabilitation Services Administration and municipalities like the City of Glendale. This strategy supports the expansion of Valley Metro's new travel training program for people with disabilities, including people with visual impairments, as supported by a Section 5317 grant. As available, the training will be given by certified orientation mobility instructors. People with disabilities may be used to mentor those receiving the travel training, but will not serve as instructors unless they are certified. Emphasis in the training will be placed on helping people use the bus, or the fixed route system. Awareness will also be raised about alternative options such as deviated fixed route services which are buses that deviate their route to pick up people at their residence within a limited geographic area from the fixed route service. If these options do not meet the needs of people receiving the training, then paratransit options will be presented. If the person is Americans with Disability Act (ADA) eligible, then they will be assisted to apply for services and benefits.



*Valley Metro will provide training with an emphasis on helping people with disabilities use the bus, or the fixed route system.*



*Agency Responsible*

Valley Metro has received a Section 5317 grant to administer travel training to people with disabilities. This expands their current program aimed at older adults. Together, these programs will meet the intent of this strategy. They will coordinate with municipalities that provide this training, such as the City of Glendale, to ensure consistency among programs throughout the region.

*Timeline*

Training will begin in April 2008 and continue on a periodic basis thereafter.

*Impact*

Resources will be maximized if as many people as possible utilize the fixed route system for as many trips as possible. This improved mobility will enhance people's quality of life and increase the capacity of the system to serve more people who are not able to use buses due to advanced age or impairment. Travel training has been proven an efficient way to cost effectively empower people to fully use public transit options.

*Evaluation*

Valley Metro RPTA will track the percentage of people decreasing their reliance on paratransit use and their increased usage of other options. Within a year of implementation, RPTA will report a five percent reduction in

paratransit use and a corresponding increase in utilization of other mobility options.

These five strategies will help move the region closer to a truly coordinated human services transportation system. The following future strategies will intensify the level of coordination and corresponding impact.



## Future Considerations and Strategies

While the strategies included in this update will provide important benefits, additional work remains to realize the full potential this region has to offer. Coordination will need to progressively intensify in order to meet the expectations of the federal government as well as the people in need of transportation services. The first plan laid the foundation for coordination by increasing communication among providers and the knowledge about existing resources. The three short-term strategies enhance people's access to information and services. This update continues that work by building on this increased familiarity to standardize access to services and information.



In the next update, this region will consider how best to implement more intensive coordination strategies such as joint use agreements. Already, there are some promising examples of for profit and government programs working together to meet the needs of our citizens. Lessons can be learned from these early attempts and applied to future collaborations. Other examples abound across the country of useful models that can be replicated here.

Ultimately, consolidation of some services can be considered and implemented when proven to be the most effective option. Increasingly, the trend supports this strategy

as bearing the most benefits in terms of saved money, increased coordination and highest quality service. This and other options will be research fully and vetted through considerable debate among providers, funders, municipalities and community partners before committing to future action.



## Conclusion

This region has significant resources and strengths in the area of human services transportation. A multitude of agencies offer quality programs that enhance people's dignity and self-sufficiency. Political will and community support bring focus to this issue in a constructive way. Many people offer their expertise and experience to develop the plans that will have a deep and meaningful impact. As stated earlier, if coordination was easy, it would have been done 30 years ago. While the task is not easy, the benefits are tremendous and the responsibility to improve coordination undeniable.

As presented, implementation of the strategies in this plan will take up to two years. At that time, new strategies will be considered and the plan will be updated. This effort is indebted to the plethora of people committed to its success. Lives can be changed as a result of its implementation. All have a role to play in this endeavor. For more information about the plan or the next steps forward, please contact MAG at (602) 254-6300 or at [humanservices@mag.maricopa.gov](mailto:humanservices@mag.maricopa.gov).





## Participant List

### Government

Arizona Department of Economic Security  
Arizona Department of Transportation  
Arizona Health Care Cost Containment System  
City of Avondale  
City of El Mirage  
City of Glendale  
City of Goodyear  
City Of Peoria  
City of Phoenix  
City of Surprise  
City of Tolleson  
Gila River Indian Community  
Maricopa County  
Maricopa County Special Transportation Services  
San Lucy District  
Tohono O'odham Nation  
Town of Buckeye  
Valley Metro/RPTA

### Nonprofit Agencies

A Bridge to Independent Living  
Aires Inc.  
Area Agency on Aging  
Arizona Center for the Blind and Visually Impaired  
Arizona Kidney Foundation  
Arizona Recreation Center for the Handicapped (ARC)  
Arizona Spinal Cord Injury Association  
Beatitudes Campus  
Camp Fire USA, Greater Arizona Council  
Central Arizona Shelter Services  
Chandler Gilbert ARC  
Chicanos Por La Causa Inc.  
Civitan Foundation Inc.  
East Valley Senior Services  
Friendship Retirement Corp.  
Foothills Caring Corporation  
Foundation for Blind Children  
Four Sisters Meals 2-U Inc.

### Nonprofit Agencies (continued)

Gila Bend CAP Office and Senior Center  
Gila River Family Community Center  
Gila River Indian Care Center  
Glencroft Retirement Community  
Gompers Center  
Goodwill of Central Arizona  
Hacienda Healthcare  
Homeward Bound  
Horizon Human Services  
Indian Health Center  
Interfaith Community Care  
LIFE, Inc.  
Lutheran Social Services of the Southwest  
Marc Center of Mesa Inc.  
Mark Allen Foundation  
Maximus  
Native American Community Health Center Inc.  
Neighbors Who Care Inc.  
North Phoenix Visions Of Hope Center  
Peoria Good Shepherd Care Center  
Perry Rehabilitation Center  
Phoenix Indian Center Inc.  
Scottsdale Training and Rehabilitation Services  
SELFF Inc.  
Sun City West Foundation  
TERROS Inc.  
The Arc of Tempe  
Toby House Inc.  
Triple R Behavioral Health  
United Cerebral Palsy Association of Central Arizona  
Valley of the Sun School  
Westview Services

### Private Sector

Consumers and advocates  
Total Transit  
Transystem



## Resources

# Maricopa Association of Governments Human Services Coordination Transportation Plan – 2008 Update

Agency	Physical Address	Service	Geographic Area Served
A New Hope Affordable Transportation		Private for-hire carrier.	Central Phoenix and Glendale.
AAA Full Transportation		Taxi service.	Statewide.
About Care, Inc	600 W Ray Rd. Ste. B5 Chandler, AZ 85225-7264	Transportation. Volunteers escort clients to and from medical or social service appointments and pharmacy after appointments if needed. Elderly.	Chandler/Gilbert areas with boundaries North of Queen Creek Rd. to the Mesa border, East to Val Vista Rd. and West to the I-10 freeway.
AIRES	2140 W Greenway Rd., Ste. 140 Phoenix, AZ 85023	Agency operated vehicles only. Agency clients only. Primarily developmentally disabled.	Maricopa County. Phoenix Metro Area.
All Valley Transportation		Private for-hire carrier.	Statewide.
Allstate Cab Co.		Taxi service.	Maricopa and Pima Counties.
American Cancer Society	2929 E Thomas Rd. Phoenix, AZ 85016-8034	Patient service, information and guidance. Provide transportation, patient education, summer camp for children with cancer and their siblings.	
American H.T.S.		Non emergency medical transportation.	Arizona and California.
American Kidney Foundation - Affiliate National Kidney Foundation Inc	4203 E Indian School Rd. Ste. 140 Phoenix AZ 85018-5341	Provide transportation to and from dialysis treatments.	
Angel Flight West	3161 Donald Douglas Loop South Santa Monica, CA 90405-3210	Free transportation to and from medical treatment or other compelling human need on private aircraft.	
Apache Junction Senior Center (5)		Agency operated vehicles only. Agency clients only - seniors residing in Apache Junction.	Apache Junction and surrounding areas.
Arizona Bridge to Independent Living		Agency operated vehicles only. Agency clients only.	Phoenix metro area.
Arizona Center for the Blind & Visually Impaired		Agency operated vehicles only. Agency clients only.	Northwest Valley.
Arizona Foundation for the Handicapped		Agency operated vehicles only. Agency clients only.	Phoenix metro area.
Arizona Recreation Center for the Handicapped		Agency operated vehicles only. Persons with disabilities participating in center programs.	Phoenix metro area.
Arizona Spinal Cord Injury Association	901 E Willetta St. Ste. 2306 Phoenix, AZ 85006-2727	Transportation Service. Local transportation and day and overnight trips for individuals in wheelchairs.	Arizona.
Assistance for Independent Living		Agency clients only for shopping or medical trips only.	N/R
Atypical Transportation Company		Service under contract to City of Scottsdale.	Scottsdale.
Beatitudes Campus	1610 W Glendale Ave. Phoenix, AZ 85021	Agency operated vehicles only. Agency clients only - serve seniors residing at Campus site at physical address.	North-Central Phoenix.
Beatitudes Center DOAR (Developing Older Adult Resources)	555 W Glendale Ave. Phoenix, AZ 85021-8799	Transportation to medical and social service appointments 9am-3pm Mon-Fri (rides scheduled 3-5 working days in advance and service limited to 1 ride/week and within 10-12 miles of home and no electric wheelchairs or carts.	Only for Fountain Hills, Glendale, Litchfield Park, Paradise Valley, Peoria, Phoenix, Scottsdale area.



## Resources

# Maricopa Association of Governments Human Services Coordination Transportation Plan – 2008 Update

Agency	Physical Address	Service	Geographic Area Served
Buckeye Family Care Center	306 E Monroe, Buckeye, AZ 85326	Limited medical transportation.	
Carl T. Hayden Veterans Affairs Medical Center		Agency vehicles and service provided by contract providers. Agency clients only - VA approved.	Phoenix metro area.
CD Transport, LLC		Private for-hire carrier.	Arizona.
Central Arizona Shelter Services (CASS)		Agency operated vehicles only. Agency clients only.	Maricopa County.
Chandler Gilbert ARC		Agency operated vehicles only. Agency clients only - developmentally disabled.	North: Southern Avenue, South: Riggs Road, East: Ellsworth, West: 24th Street.
City of Phoenix Reserve-a-Ride		Agency operated vehicles supplemented by contract services. Elderly persons over 60 years of age, and persons with disabilities over 18 years of age.	Transportation service only extends to City of Phoenix boundaries.
City of Scottsdale - Cab Connection		No agency operated vehicles or contract services available. Persons over specified age and persons with disabilities.	City limits of Scottsdale.
City of Scottsdale - DAR		Contract services only to Valley Metro.	See Valley Metro.
City of Scottsdale - Trolley		Agency operated vehicles only.	Scottsdale downtown Chaparral, Drinkwater, 2nd Street, Goldwater.
City of Surprise		Agency operated vehicles only.	Surprise, Sun City, Sun City West, El Mirage and (93rd and T-Bird area) in Peoria.
Civitan Foundation, Inc	3509 E Shea Blvd. # 117 Phoenix, AZ 85028	We provide respite, habilitation, attendant care and transportation of our clients to and from Civitan programs and events.	Maricopa County .
ComTrans		Private for-hire carrier. Depends on requirements of contracting agencies.	Arizona.
Coolidge Cotton Express		Agency operated vehicles only.	City of Coolidge city limits .
Dependable Medical Transport Services (DMTS)		Non emergency medical transportation.	Arizona, California, Utah, New Mexico.
Desert Foothills Caring Corp.	480-488-1105		Anthem, Cave Creek and north Scottsdale.
East Valley Family Care Center	2204 S Dobson Rd. Ste 101 Mesa, AZ 85202-6457	Limited medical transportation.	
East Valley Senior Services, Inc	45 W University Dr. Mesa, AZ 85201-5831	Volunteers provide services residents who are homebound and age 60 and over.	City of Mesa residents.
El Mirage Community Action Program (CAP)	14010 N El Mirage Rd. El Mirage, AZ 85335-3101	El Mirage Dial-a-Ride. Door-to-door transportation for residents of El Mirage.	El Mirage and surrounding areas.



## Resources

# Maricopa Association of Governments Human Services Coordination Transportation Plan – 2008 Update

Agency	Physical Address	Service	Geographic Area Served
El Mirage Senior Center	14010 N El Mirage Rd. El Mirage, AZ 85335-3101	Transportation to and from senior center and for minimal prescriptions, limited medical and social services. Referrals to other agencies for other transportation needs.	Transportation through Maricopa County Special Transportation 623-934-4256.
Express Transportation, Inc. (d/b/a Affiliated Transportation)		Private for-hire carrier.	Valleywide.
Fiesta Taxi		Private for-hire carrier.	Maricopa County.
Flights for Life	Confidential location - Phoenix AZ	Provide free non-emergency round-trip air transportation to ambulatory individuals in financial need who must travel for medical treatment.	
Foothills Caring Corps			
Foundation for Blind Children		Agency operated vehicles only. Agency clients only.	Valleywide.
Foundation for Senior Living		Agency operated vehicles only. Agency clients only.	Phoenix Metro including Avondale, Buckeye, Tempe, Chandler and Mesa.
Fountain Hills Taxi & Shuttle		Private for-hire carrier.	Arizona.
Gila Bend Primary Care Center	100 N Gila Blvd. Gila Bend, AZ 85337	Limited medical transportation.	
Glencroft		Agency operated vehicles only. Agency clients only.	Local area - Sun City, Peoria, Glendale, Phoenix.
Glendale Dial-a-Ride		Wheelchair accessible, curb-to-curb bus service within the service area. Service provided for general public, seniors, and disabled passengers. ADA service provided in accordance with established policies and guidelines.	Glendale with connections to Valley Metro, Phoenix DAR, and Peoria DAR.
Glendale Taxi Subsidy Program	6210 W Myrtle Ave Bldg. S Glendale, AZ 85301-1700	Subsidized taxi rides for Glendale residents to and from on-going medical treatment facilities within the City of Glendale.	City of Glendale.
Glendale Transit	6210 W Myrtle Ave Bldg. S Glendale, AZ 85301-1700	Agency operated vehicles supplemented by contract services.	City of Glendale.
Glendale Transit-GUS, Glendale Urban Shuttle (3)	6210 W Myrtle Ave Bldg. S Glendale, AZ 85301-1700	Wheelchair accessible bus service in central Glendale. Open to the public. Provide service to Maricopa County Primary Care Center, Justice Court, Probation Office, and other city offices including CAP.	Glendale Route 1, Route 2 and Route 3.
Gompers Center, Inc.		Agency operated vehicles only. Agency clients only.	Round-trip from home to Gompers Center - mainly Phoenix.
Good Shepherd Villa		Agency operated vehicles only. Agency clients only.	15 mile radius from Good Shepherd Villa.
Guadalupe Special Services		Agency operated vehicles only. Agency clients only - seniors 60 years of age or persons with disabilities.	City of Guadalupe.



## Resources

# Maricopa Association of Governments Human Services Coordination Transportation Plan – 2008 Update

Agency	Physical Address	Service	Geographic Area Served
Hacienda, Inc.		Agency operated vehicles only. Agency clients only residing in our facilities.	Maricopa County, will transport outside of County, within Arizona if required by client.
Horizon Human Services		Agency operated vehicles only. Individuals with disabilities who reside in our group homes.	The Phoenix/Tempe metropolitan area.
Interfaith Community Care		Agency vehicles supplemented by volunteers and purchased transportation. Elderly and persons with disabilities within our service area.	Peoria, El Mirage, Surprise, Youngtown, Sun City, Grand and West.
Interfaith Cooperative Ministries	501 S 9th Ave. Phoenix, AZ 85007	Bus tickets for local transit system for job interviews for low income individuals.	
John C. Lincoln Health Network		Agency operated vehicles only. Network clients participating in adult day care, Head Start, living in senior apartments or transport to/from hospital.	Area bounded by Beardsley to the north; Glendale to the south; Tatum to the east; and 43rd Avenue to the west.
Just for You Transportation Service		Private for-hire carrier.	Maricopa County.
Kora's Radio Taxi Corp.		Private for-hire carrier.	Maricopa County.
Lifestar Ambulette		Non emergency medical transportation.	Statewide.
Lura Turner Homes, Inc.		Agency operated vehicles supplemented by contract services. Agency clients only - adults with developmental disabilities.	City of Phoenix and County of Maricopa.
MARC Center of Mesa		Agency operated vehicles only. Agency clients only	Maricopa and Pinal Counties.
Maricopa County Human Svcs. Special Transportation Services (STS)	Res: 602-372-4280 or toll free 1-866-550-2211 or TDD 602-372-4261	Door-to-door transportation for seniors, individuals with disabilities, and low-income individuals. Delivers noon meals to homebound individuals.	Maricopa County.
Maricopa County Human Svcs. Special Transportation Services (STS) Work Links Program	East Valley: 480-497-0350 X224 and West Valley: 602-372-4289	Temporary Transportation for low income individuals for employment and/or training for employment.	Maricopa County.
Medi-Trans		Non emergency medical transportation.	Valleywide.
Mehari Transportation		Taxi service.	Maricopa County.
Mesa Senior Services, Inc.		Taxi subsidy program, purchase of bus tickets and passes, volunteers, and mileage reimbursements. Elderly persons over 65 years of age and disabled persons 18 - 64 years of age.	Clients who live in Mesa may go within the reimbursement limits. No destination limits are set.
National Runaway Switchboard	3080 N Lincoln Ave. Chicago, IL 60657-4208	Administer Greyhound's Home Free program, gives free one-way bus tickets home for runaway and homeless youth age 12-20.	
NATIVE HEALTH	4520 N Central Ave., Ste 620 Phoenix, AZ 85012	Non emergency medical and dental transportation for NATIVE HEALTH patients only. To Phoenix Indian Medical Center by physician referral for NATIVE HEALTH patients. Wheelchair accessible.	Within a 50 mile radius of NATIVE HEALTH.



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Agency	Physical Address	Service	Geographic Area Served
NATIVE HEALTH - Native American Senior Center	1325 N 14th Street, Building A Phoenix, AZ 85012	Transportation to and from the Senior Center as well as medical, dental, social services, shopping and events for Senior Center participants only. Wheelchair accessible.	10 mile radius of 14th Street and McDowell Road.
Neighbors Who Care	10450 E Riggs Rd. Ste 113 Sun Lakes, AZ 85248-7760	Volunteers provide medical transportation, shopping, respite, friendly visiting, reassurance calls, business assistance, dinner delivery. Agency clients only.	Must live between Queen Creek and Riggs; Price and Val Vista.
Outreach Programs for Ahwatukee Seniors (OPAS)		No agency operated vehicles or contract services available. Any person 62 years of age or older who resides in Ahwatukee.	Clients need to be in zip code 85044, 85045, 85048.
Paradise Valley		Contract service providers. ADA certified individuals only.	Paradise Valley and 3/4 mile of a local bus route.
Paralyzed Veterans Association			
Peoria (City of) Transit	8850 N 79th Ave. Peoria, AZ 85345-7965	Transportation for any individual anywhere within the City of Peoria. Must reserve transportation 1 day in advance.	City of Peoria.
Perry Center AFH		Agency operated vehicles only. Agency clients only	Phoenix, Tempe, Glendale.
Phoenix (City of) Human Services Department (HSD) Reserve-A-Ride	3045 S 22nd Ave. Phoenix, AZ 85009-6981	Transportation to senior centers, adult centers, medical appointments, social service agencies and shopping. Reservations 2 working days in advance. Wheelchair accessible.	
Phoenix (City of) Human Services Department (HSD) Sunnyslope Family Services Center	914 W Hatcher Rd. Phoenix, AZ 85021-2453	Bus tickets for local transit system, for medical or work for low income individuals.	
Phoenix (City of) Human Services Department (HSD) Travis L Williams Family Services Center	4732 S Central Ave. Phoenix, AZ 85040-2150	Limited bus tickets for local transit system, for medical or work for low income individuals.	
Phoenix Dial-a-Ride		Agency operated vehicles operated by contractors. Seniors and ADA certified individuals.	Seniors and ADA certified individuals.
Phoenix El Transportation		Private for-hire carrier.	Valleywide.
Phoenix Fire Department Night Rescue		Contract services. Persons with disabilities who use wheelchairs who are stranded.	Maricopa County.
Phoenix Indian Medical Center (4)		Agency operated vehicles supplemented by contract services. Agency clients only - AHCCCS HIS eligibility required.	Phoenix metro area.
Phoenix Shanti Group		No agency operated vehicles or contract services available. Agency clients only.	Local.
Phoenix Van Services		Private for-hire carrier.	East Valley and Phoenix metro area.



## Resources

## Maricopa Association of Governments Human Services Coordination Transportation Plan – 2008 Update

Agency	Physical Address	Service	Geographic Area Served
R & R Respite Care	246 N Washington St. Wickenburg, AZ 85390-4414	Personal services. Food service including snacks and hot lunches, personal care, health monitoring, transportation, and pet therapy for individuals with Alzheimer's Disease, Parkinson's Disease, related dementia or stroke, social isolation, depression, or physical impairments.	
Safe Ride Services, Inc.		Non emergency medical transportation.	Statewide, border to border in Arizona and New Mexico.
Salt River Pima-Maricopa Indian Community		Agency operated vehicles only. Community residents.	Service area bounded by Indian Bend Rd. to the north; Baseline to the south; Lindsey to the east; and 68th Street to the west.
Salvation Army - Apache Junction	605 E Broadway Ave. Apache Junction, AZ 85219-5214	Transportation. Provide transportation for seniors and individuals with disabilities.	
Salvation Army Glendale Corps	6010 W Northern Ave. Glendale, AZ 85301-1254	Provide bus tokens for medical appointments for people in need.	
San Lucy District		Agency operated vehicles only. Tribal members only.	Phoenix, Tucson, Casa Grande, Buckeye, Ajo, Sells, Eloy, Coolidge, Payson, Prescott, Flagstaff.
Scottsdale (City of) Transportation Department Trip Reduction Program & Transportation Planning	7447 E Indian School Rd. Ste 205 Scottsdale, AZ 85251-3915	Cab Connection. Subsidized taxi voucher program for Scottsdale residents who are disabled or are age 65 and over. Enrolled participants may request up to 20 subsidized taxi vouchers per month.	
Scottsdale Training and Rehabilitation Services		Agency operated vehicles only. Agency clients only.	Boundaries of Happy Valley Road to the north, Central Avenue to the West, Elliot Road to the South and Dobson Road to the East.
South Mountain Community Center	212 E Alta Vista Rd. Phoenix, AZ 85040-4219	Transportation available for shopping and other errands for seniors age 60 and over and persons with Title XX or physician certified disabilities. Discount transportation tickets available for members.	
Southwest Behavioral Health		Agency operated vehicles only. Agency clients only.	Mostly throughout Maricopa County and Payson area.
Sun Cities Area Transit (SCAT)	9445 N 99th Ave. Peoria, AZ 85345-6913	On demand response dial-a-ride transportation. Request needed for wheelchair service. Call 24-hours in advance 7:15 am-4:45 pm Mon-Fri and 7:15 am-3 pm Sat, Sun, holidays by reservation only by 2 pm the previous Thurs.	
Surprise (City of) Community Initiatives	15832 N Hollyhock St. Surprise, AZ 85374-4175	Taxi Coupon Program. Provide Surprise residents with subsidized taxi coupons from AAA/MTBA Taxi Company for those that are undergoing chronic dialysis treatment or residents registered with Valley Metro as an ADA client.	



## Resources

# Maricopa Association of Governments Human Services Coordination Transportation Plan – 2008 Update

Agency	Physical Address	Service	Geographic Area Served
Surprise Dial-a-Ride		Transportation Services. Curb side service for Surprise residents only 16 years of age or older. Fee, for reservations call 623-222-1622. Hours; 7 am-5 pm Mon-Fri.	Surprise, Sun City, Sun City West, El Mirage, and Youngstown.
The Centers for Habilitation		Agency operated vehicles only. Agency clients only.	East Valley and portions of Phoenix metro area.
The Salvation Army Project HOPE		Agency operated vehicles only. Homeless population in Phoenix.	Phoenix city limits.
The Salvation Army Senior Asian Outreach (3)		Agency operated vehicles only. Asian seniors 60 years of age or greater.	Greater Phoenix area and surrounding cities.
The Salvation Army Senior Transportation Outreach		Agency operated vehicles only. Seniors over 60 years of age attending programs or residing in our low income senior housing.	North to Thomas; South to Buckeye, East to 13th Street; West to I-17.
Tidwell Family Care Center	16560 N Dysart Rd. Ste A Surprise, AZ 85374-3747	Limited medical transportation.	
TLC Taxi/Tender Loving Care Transport		Private for-hire carrier.	Maricopa County.
Total Transit, Inc. d/b/a Discount Cab & Meditran		Private for-hire carrier.	Maricopa County, Prescott Valley, Tucson.
Triple R Behavioral Health Inc.		Agency operated vehicles only. Agency clients only - indigent adults with serious mental illness.	Maricopa County and Apache Junction.
United Cerebral Palsy (UCP) of Central Arizona, Inc	1802 W Parkside Ln. Phoenix, AZ 85027-1322	Transportation to and from UCP services for physically and/or developmentally disabled adults and children.	Route 51 to the east and 75th Avenue to the west.
Valley Metro	302 N 1st Ave Ste 700 Phoenix, AZ 85003-1598	Public bus transportation. Wheelchair accessible buses available on selected routes.	
Valley Metro RPTA (2)		Agency operated vehicles and contract services.	Tempe, Scottsdale, Mesa, Chandler, and Town of Gilbert; some service provided to Paradise Valley and bordering areas of Phoenix.
Valley of the Sun School and Habilitation Center		Agency operated vehicles only. Agency clients only.	Depending on available space. Peoria, Glendale, Phoenix, Scottsdale, Sun City.
Volunteer Interfaith Caregivers Program (VICap)		Volunteers.	Glendale, Fountain Hills, Litchfield Park, Paradise Valley, Peoria, Phoenix, and Scottsdale.
Wickenburg Family Care Center	466 W Wickenburg Way Wickenburg, AZ 85390	Limited medical transportation.	
Yellow Cab Company of Phoenix		Private for-hire carrier.	Maricopa and Pima Counties.



*Maricopa Association of Governments*  
**Human Services Coordination**  
**Transportation Plan – 2008 Update**

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