



Trumbull Senior Center Transportation Policy & Procedures Review

TOWN OF TRUMBULL, CT

October 22, 2015
Therese Keegan
Internal Audit

Table of Contents	Page
Transmittal Letter	2
Executive Summary	3
Scope & Methodology	3
Overview of operations	4
- Transportation operations	
- Receipt of membership dues	
Program use & efficiency	5-7
Findings and Recommendations	8-10
Appendix	11-13
- Program usage detail	

Draft



Therese Keegan
Financial/Accounting Controls Analyst

tkeegan@trumbull-ct.gov
Fax (203) 452-5083

October 22, 2015

Mrs. Elaine Hammers, Chairperson
Board of Finance
Town of Trumbull
5866 Main Street
Trumbull, CT. 06611

Dear Mrs. Hammers:

I respectfully submit the enclosed report entitled **Trumbull Senior Center Transportation Policy and Procedures Review**.

This audit examines the Transportation Policy and Procedures of the Trumbull Senior Center to provide program assurance as follows:

- Provide an overview of the Senior Center transportation operations
- Review policy and procedures of the Center to ensure:
 1. policy & procedure documentation is clear & concise
 2. client, driver and vehicle records are accurate & appropriately maintained
 3. program is appropriately communicated & administered per eligibility
 4. program is administered in a safe & cost efficient manner
 5. annual membership dues are recorded, safeguarded and deposited
 6. State of Connecticut Section 5310 Quarterly Operating Reports are filed in an accurate and timely manner

I would like to thank Jean Ferreira, Director of the Trumbull Senior Center for her assistance in providing all requested information.

Respectfully submitted,

Therese Keegan
Financial/Accounting Controls Analyst

Executive Summary

The internal audit function is an important tool of management for maintaining the integrity, efficiency and the effectiveness of financial and operational systems and other management controls that are in place. The conducting of an effective internal audit is necessary to promote high standards of corporate governance.

Performance audits are defined as engagements that provide assurance or conclusions based on an evaluation of sufficient, appropriate evidence against stated criteria, such as specific requirements, measures, or defined business practice. A performance audit also provides objective analysis so that management and those charged with governance and oversight can use the information in this report to improve program performance and operations, reduce costs, facilitate decisions by those who are responsible to oversee or initiate corrective action and contribute to public accountability.

Scope & Methodology

During the month of July 2015 I conducted an internal review of the Trumbull Senior Center Transportation Policy & Procedures. As part of the review process I interviewed Jean Ferreira, Director of Trumbull Senior Center. In October 2015 I updated the report with an additional month of sampling data.

Jean provided a program overview and all documentation requested in a timely manner. The Trumbull Senior Citizen Transportation Policy and Procedure document was reviewed for clarity and tested for program compliance:

- Client documentation was sampled to ensure eligibility requirements were met: Trumbull residency, current membership, age requirement
- Client membership information, driver and vehicle documentation including licensing, registration, inspection & insurance was reviewed to ensure legal, safety and regulatory compliance
- Client use of program was tracked as an indication of communication effectiveness and cost efficiency
- The processes of updating membership information and accounting for dues was reviewed to ensure traceability and accountability
- Reporting required by State of Connecticut was reviewed to ensure regulatory compliance. State of Connecticut Section 5310 Quarterly Operating Reports relates to grant funds for Enhanced Mobility for Seniors and Individuals with Disabilities.

Overview of Operations

A. Transportation Operations:

Trumbull Senior Center provides transportation to and from the Senior Center, to medical, legal or nutritional appointments within the greater Bridgeport area, to shopping, or to occasional group activities. Transportation is provided Monday through Friday from 9am to 3pm. Per policy, reservations are to be made at least 3 days in advance.

The Center operates four buses; one is owned, three are leased via grant. Each bus is able to accommodate 15 people including the driver, 13 if someone requires a wheelchair. The Center currently employs four part-time drivers. Each driver works 19.5 hours per week, totaling approximately 1,000 hours per year. Per the daily schedule, one driver is dedicated to medical appointments and another is assigned to Senior Center transportation, weekly shopping trips, and other activity excursions. Drivers meet each morning to discuss time requirements and to determine whether they can help each other.

Semiannually drivers must obtain a Medical Examiner's Certificate from the Connecticut Department of Motor Vehicles. Drivers are equipped with cell phones with which they can summon assistance should an emergency occur.

Participants in the transportation program must be current members of the Center, residents of Trumbull, and at least 60 years of age. Membership is updated annually and runs from 7/1 to 6/30. Membership cost is \$5/year for Trumbull residents and \$20/year for non-Trumbull residents. Trumbull residents may participate in all Center activities and may utilize the transportation services. Non-residents may participate in activities, but are not eligible to utilize the Transportation services.

B. Cash receipts - membership dues

Client information is collected via a membership application. The information is verified and processed as follows:

- Client name is entered into a Word document by which a membership number is assigned.
- Client name, address, phone number and membership number are then entered into a separate Word document to track membership/renewal status
- Client name, address, membership number and contact information is added to a rolodex. When dues are updated the following year, the card is removed from the rolodex and added to the current year's rolodex.
- Client name and member number are recorded on bank deposit slip. Undeposited funds are kept in the safe which can only be opened by Jean or part-time office assistant. Deposits are prepared and taken to bank as needed.
- Copies of deposit slips are sent to Town Treasurer.

Transportation use

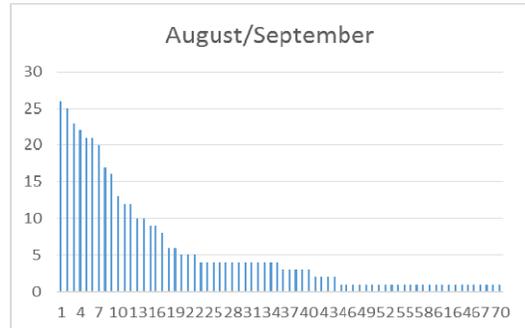
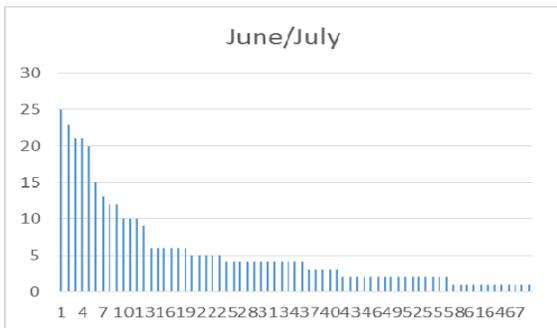
Transportation usage was tracked between 6/15/15 and 7/14/15 which consisted 21 business days (Monday – Friday) and 1 holiday during which the Center was closed. 15 seniors utilizing transportation services utilized the services for multiple purposes during the month. Of an approximated membership of 700 seniors, 69 (~10%) utilized transportation services one or more times during the month tested. As a follow-up, I tracked use 8/20/15 – 9/19/15, during which time 70 seniors utilized the transportation services.

The center employs 4 part-time drivers. Each driver works 19.5 hours per week for approximately 1,000 hours per year. Driver salaries total \$51,900; fuel expense is estimated at \$6,600; there are additional vehicle and compliance costs to the program.

Per sampling, the Senior Center is transporting 69/70 seniors per month at a cost of \$60,000 per year.

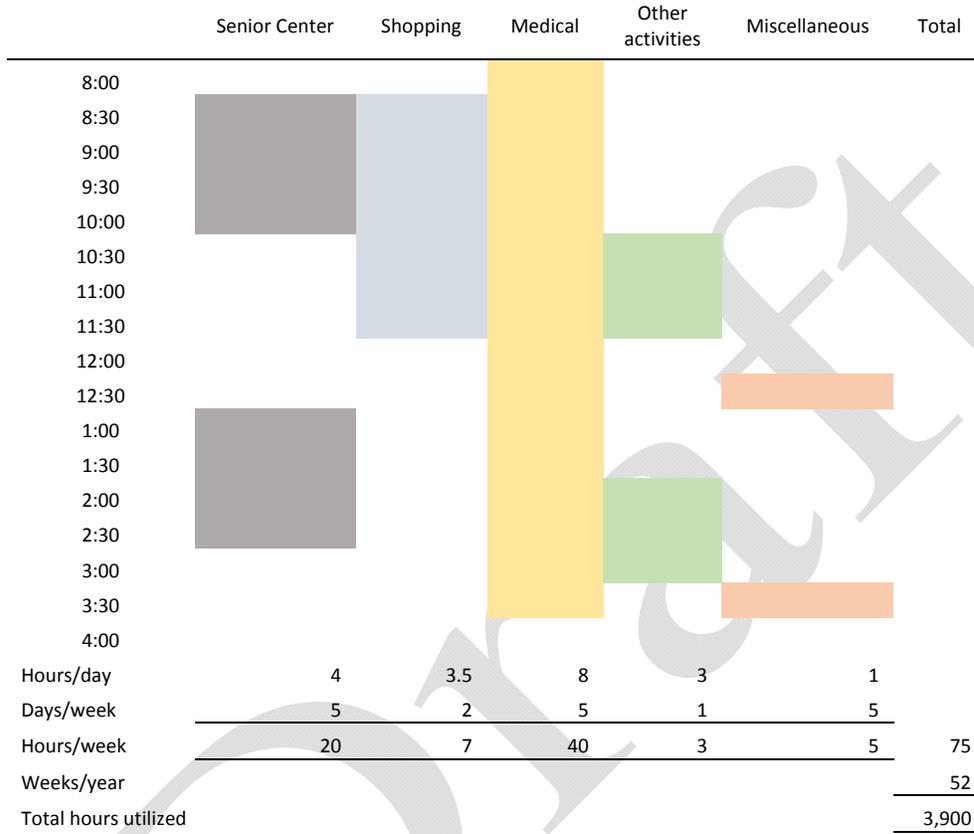
# of clients	Total trips	% of ~700 membership	Total %
1	25	0.14%	
1	23	0.14%	
2	21	0.29%	
1	20	0.14%	
1	15	0.14%	
1	13	0.14%	
2	12	0.29%	
3	10	0.43%	1.7%
1	9	0.14%	
6	6	0.86%	
5	5	0.71%	
12	4	1.71%	
5	3	0.71%	
16	2	2.29%	
12	1	1.71%	8.1%
69		9.86%	9.9%

# of clients	# of trips	% of ~700 membership	Total %
1	26	0.143%	
1	25	0.143%	
1	23	0.143%	
1	22	0.143%	
2	21	0.286%	
1	20	0.143%	
1	17	0.143%	
1	16	0.143%	
1	13	0.143%	
2	12	0.286%	
2	10	0.286%	2.0%
2	9	0.286%	
1	8	0.143%	
2	6	0.286%	
3	5	0.429%	
13	4	1.857%	
5	3	0.714%	
4	2	0.571%	
26	1	3.714%	8.0%
70		10.00%	10.0%



Transportation efficiency

The original June/July sample period of 21 business days was analyzed by activity, by time of day. A representative week was used to calculate the number of driver hours required to accomplish all transportation requirements:



Miscellaneous includes mandatory vehicle checks & reporting, vehicle maintenance, interoffice document drops, mail, etc.

The time study was based on most efficient use of time, which does not wholly take into account unforeseen circumstances, especially of an aged population.

Annual driver availability: 4,056
 Performance of services currently available: 3,900

Each day, one of the two drivers available is fully dedicated to medical transportation. Medical scheduling represents an inefficient use of driver time as appointment dates and times, variable pick up and drop off locations, appointment wait time, and length of time required for service contribute to the Center's difficulty in scheduling driver time more efficiently. The following options were considered as cost saving efficiency opportunities:

Option #1: Limit appointments by day of week or hours of day.

Scheduling is currently available from 9:00 to 3:00 five days per week. Reducing to four days per week would free up 390 driver hours annually, yet would allow the program to grow should increased participation occur. During the month selected for usage testing, 7 days had only one appointment scheduled, 6 days, 2 appointments, etc. as follows:

Days	Appts.
7	1
6	2
2	3
1	5
1	4

Scheduling is currently scattered throughout the morning; only 5 of 34 appointments were scheduled for afternoon and 4 of the 5 afternoon appointments were for a single client. An attempt could be made to reduce afternoon scheduling availability. Pick up times will still be unpredictable, so maximum driver time saved is estimated at 1 hour per day; 265 hours annually.

Option #2: Consider outsourcing medical transportation to a variety of public or private alternatives, for example, American Chaircar Services or Greater Bridgeport Transportation Authority (GBTA). Cost is generally inverse to wait time.

Town driver salaries plus estimated annual fuel cost of approximately \$15,000 was compared to Uber rates of \$2 plus \$.18 per minute. Some Uber pickup and drop-offs were quoted and average round trip from Trumbull to locations within greater Bridgeport area is normally \$30 - \$40. This represents annualized costs in the range of \$15,000 - \$17,000 based on number of trips during the sample month. Uber transportation is not wheelchair accessible, but other services offer that option. Wheelchair accessible transportation is available at rates beginning approximately double those of Uber. 2 of the 19 seniors utilizing medical transportation during the month tested required wheelchair accessibility.

There is a broad difference in medical transportation policies of surrounding towns:

Shelton	Does not offer
Norwalk	No medical; \$5/month for all other transportation
Westport	Does not offer
Fairfield	Provides with town drivers
Stratford	Medical free, all other transportation \$2.00 for round trip
Monroe	Rides within Monroe \$2; to Trumbull, Bridgeport, Stratford \$4

Towns that do not provide medical transportation do provide information on public and private alternatives. Cost is borne privately by seniors. Some alternatives can be paid, at least in part, through medical insurance.

Findings and Recommendations

Objective #1: To ensure policy & procedure documentation is clear & concise

Finding #1: Membership form on Town website was outdated. The form was dated 2012/2013 which could confuse users. Additionally, the form did not include date of birth information which is integral to Senior Center membership eligibility.

Recommendation: Update membership form and repost to website.

Response of Senior Center Management: I am working on a new form which will include name, address, telephone, emergency, date of birth, emergency contact information, health conditions, application date, and proof of age and residency, signature of member, signature of staff and payment form.

Objective #2: To ensure client, driver and vehicle records are accurate & appropriately maintained

Finding #2: Membership renewal forms are not retained. Membership information is to be updated annually and a fee is to be collected. Once client data is manually entered to multiple worksheets, to the rolodex and to the deposit slip, membership forms are shredded.

Recommendation: Center should retain membership forms for the current membership year and at least one prior year. Current process of transferring the information is duplicative and subject to error. Source documentation might prove vital should inconsistencies arise.

- A. Membership form should be reviewed for completeness when received. Form should be signed and dated by client or guardian, and by staff to indicate review of information and receipt of funds.
- B. Client signed membership forms affirm accuracy of information provided, i.e. appropriate, correct emergency contacts. Form also includes date of birth information and as age is an integral to Senior Center eligibility, source document should be retained.
- C. Form includes annual membership dues payment information which can be tied to bank deposits easing accounting traceability and fund accountability.

Response of Senior Center Management: All memberships forms are now kept and put in to alphabetical order after the are entered into the computer. We are going to have Therese come into the office and set up excel programs. We can then input everything including payment type.

Objective #3: To ensure program is appropriately communicated & administered per eligibility

Finding #3: Usage data was tracked and reviewed as an indicator of communication and program administration. Less than 10% of membership is utilizing transportation services.

Recommendation: A review of services available could be accomplished during the annual membership renewal process per Recommendation above. This would serve as documentation of communication, should the need for such arise, as well as assurance that all members are aware of services available to them.

Response of Senior Center Management: I plan on utilizing an excel program as soon as it is created and then can provide accurate ridership statistics on monthly basis and or year to date.

Recommendation: 537/706 current members are Trumbull residents. The 2014 Connecticut Economic Resource Center report estimates a 2012 Trumbull population of over 6,700 seniors (over age 65). Recommend Senior Center Management reviews current outreach practices and considers additional opportunities to provide a greater number of residents with information about the services available to them.

Response of Senior Center Management: We need to take into consideration that there is a large number of seniors living in Trumbull and a large portion of this senior citizen population are experiencing financial difficulty. Due to the current economy Seniors are work well into their late 60s. Some need to work for insurance since they cannot receive medicare until age 67. I would like to find out if there is some sort of survey or senses that can give us a percentage of seniors over age 60 and/or 65 that are actively employed. We will continue to attend senior related events and health fairs to distribute newsletters and information. We utilize the web site and localtown television station.

Objective #4: To ensure program is administered in a safe & cost efficient manner

Finding #4: Drivers are not trained in basic first aid or CPR

Recommendation: Drivers are in a position of first response to emergencies and accidents. For the protection of the drivers, the passengers, and for the Town of Trumbull, drivers should receive at least the most basic medical training. Although drivers carry cell phones with which to summon assistance, time may be of the essence in such situations.

Response of Senior Management: We have been working on getting CPR and first aid for staff including social services. I will follow up with EMS. A Heart Saver course is scheduled for September 2015.

Finding #5: Seniors utilizing the transportation services are not required to sign a waiver of responsibility should an injury or accident occur.

Recommendation: Although it is understood that fault cannot be waived, should an injury or accident occur for which the Senior Center driver/vehicle is not at fault, a signed waiver could potentially save the Town of Trumbull legal fees and award of damages.

Response of Senior Center Management: I will present this to Lynn Arnow for legal consult and how I should proceed with this matter.

Auditor update: Lynn Arnow consulted with Legal; rather than obtaining waivers, Legal recommends each rider acknowledges receipt of transportation service via signature on daily driver roster. Documents should be retained by Senior Center for a minimum of one year.

Finding #6: Medical transportation is currently scheduled utilizing one half of daily driver time available regardless of the number of Seniors utilizing the service on a given day.

Recommendation: Communicate reduced medical transportation availability by one day per week and one hour per day. Driver time is thereby reduced by a minimum of 624 hours/\$7,200 annually which should be reflected in scheduling and budgeting.

Response of Senior Center Management: We have currently canceled Tuesday Doctor's appointments and the medical drivers are assisting with the Tuesday shoppers and lunch/senior center bus. One of our bus drivers is retiring this fall and I will not rehire. The drivers make about between \$11.45 an hour to \$14.00, and the driver who makes \$14.00 an hour and has been here for 17 years in order to get to this rate. If the town requests cut to their hours, I am sure they will retire because they pay out pocket at least \$150.00 plus their licence. Medicare will not pay for this medical. Not to mention the drivers provide custodial services as needed until the custodian arrives at 12:30PM. They also deliver the mail daily. The buses just don't roll out at 8:00 a.m. they must complete a daily maintenance log daily, Brakes, Oil, tire treads, clean window and seats, sweep and if it snows clean off the buses. They also route out runs and handle any cancelations or add ons. When food deliveries arrive for social services the drivers get wagons and unload cars of food for for the food pantry. We anxious to resolve this problem and continue to effectively serve our senior citizens.

Objective #5: To ensure annual membership dues are recorded and safeguarded until deposit

Finding #7: Receipt and deposit of membership dues appears in tact. However, the tracking of information in multiple documents is duplicative, inefficient and subject to error.

Recommendation: Center personnel should receive assistance in conversion of Word documents to an Excel format. A single Excel file could be used to maintain all membership and cash receipt information. Additionally, Excel can be utilized to search, sort, filter, etc. and could be useful in providing Center/Town management with Center usage information currently difficult or time consuming to compile. Training of personnel will be required, but could be limited to practical application.

Response of Senior Center Management: We will be working with Therese at her convenience to come in and set up the excel format so now we can track membership, rides and membership renewal.

Objective #6: To ensure State of Connecticut Section 5310 Quarterly Operating Reports are filed in an accurate and timely manner

No findings were associated with this objective. Reports selected for sampling were available for review. They were timely filed with supporting documentation.

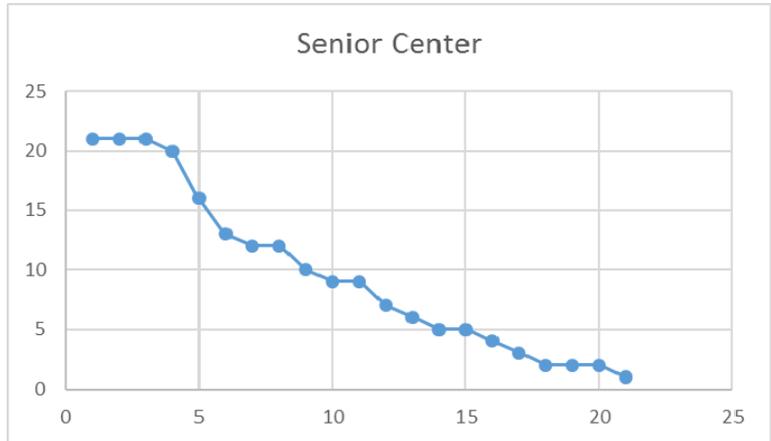
Draft

Appendix

Transportation Usage Detail

Senior Center: Twenty seniors utilized the transportation services over the June/July 21 day period, as follows:

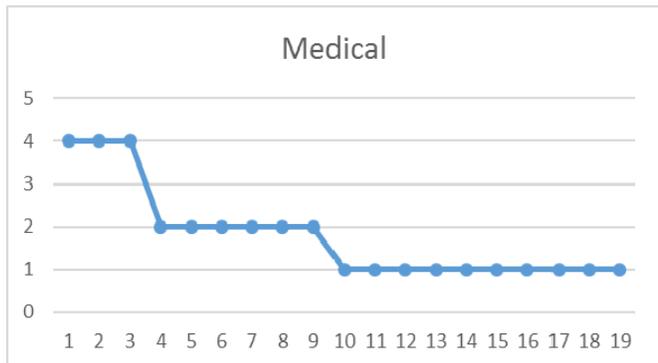
Days	# of Clients	% used
21	3	100%
20	1	95%
16	1	76%
13	1	62%
12	2	57%
10	1	48%
9	2	43%
7	1	33%
6	1	29%
5	2	24%
4	1	19%
3	2	14%



Update: 23 seniors utilized services to and from Sr. Center during August/September

Medical appointments: No driver was available for three of the 21 days tracked. A total of 19 seniors utilized transportation for medical purposes as follows:

# of Trips	# of Clients	% used
4	3	22%
2	6	11%
1	10	6%



Update: 23 seniors utilized Medical transportation services during August/September

Shopping: shopping trips are generally offered weekly, a trip on Mondays & another on Tuesdays. On occasion another activity may be scheduled on one of these days and the shopping trip is skipped for the week. During the month tested, 9 shopping trips occurred. In total, 20 seniors participated in shopping excursions, as follows:

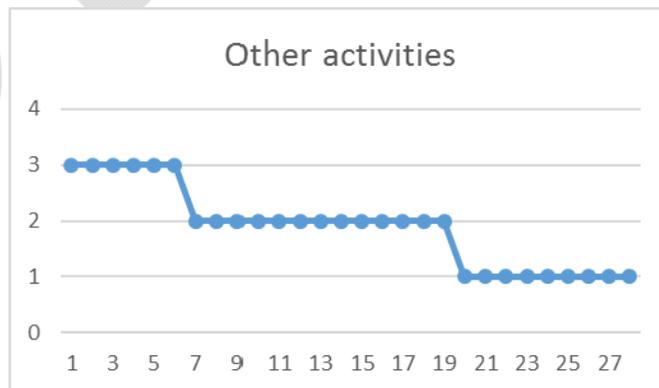
Shopping trips	# of clients	% used
5	5	56%
4	12	44%
3	2	33%
2	1	22%



Update: 20 seniors participated in shopping excursions during August/September test period

Other activities: other activities consist of lunch outings, movies, bingo, etc. Such excursions generally occur once per week. During the month tested, 4 activities occurred. A total of 28 seniors utilized transportation services to participate a total of 53 times, as follows:

# of trips	# of clients	% used
3	6	75%
2	13	50%
1	9	25%



Update: 34 seniors participated in "other" excursions during August/September test period but total use remained at 53 trips.