

# ACCT Goals and Strategies

January 2005  
Draft



**Washington State  
Department of Transportation**



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# ***ACCT Goals and Strategies***

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## **Introduction**

This paper attempts to articulate the Agency Council on Coordinated Transportation (ACCT) goals and strategies for the near and long term. The goals and strategies form the basis of the ACCT Council's interaction with its stakeholders. ACCT is a council of state agencies, transportation providers, consumer advocates, and legislators promoting coordination as a key to improving transportation services for people with special needs and coordinating the state investment in those services.

This paper outlines the ACCT council's goals and strategies in accordance to its vision and mission. It describes:

- The core values that guide ACCT
- ACCT's goals, strategies and objectives
- Performance measures for the goals and strategies

ACCT goals are based upon its primary vision, to remove transportation as a barrier to full participation in the community. The ACCT strategies are based upon the legislative mandate that created ACCT, as well as the interests and concerns of the ACCT Council members.

This paper will examine the strategies for each goal from the point of view of the consumer, the transportation provider, and the transportation broker. These three key participants in the process do not have the same interests or priorities. ACCT Council is attempting to find the overlap in the goals of the key stakeholders so as to begin work in earnest on reducing the barriers to coordination and achieving results. Some of the strategies overlap, or address the same question from a different perspective. It is important for the ACCT Council to take a multi-prong approach in order to truly deal with barriers to transportation coordination.

This paper will also examine each of the goals from the point of view of the State agencies that are ACCT members. Coordination of transportation or resources does not mean the same thing for each agency, and this document will begin exploring ways in which public transportation coordination can be understood from the agency perspective.

## **Vision**

Remove transportation as a barrier to full participation in the community

## **Mission**

Facilitate statewide approach to coordinated transportation to increase access to transportation particularly for special needs transportation customers

## Goals and Strategies

ACCT has goals and strategies that are a fundamental component in guiding ACCT policy for the time that ACCT is operational. ACCT uses these goals and strategies in guiding its policy and in deciding which programs to research or fund.

The goals ACCT pursues reflect the main components necessary for a coordinated public transportation system that is in the interest of ACCT stakeholders and their constituencies. The primary goals of ACCT are:

1. **Efficient** – the most rides for the state investment
2. **Effective** – meet the most needs with the rides provided
3. **Coordination** – work with partners to share customers, vehicles and administrative capacity
4. **Share Information** – communicate information about transportation and customer needs
5. **Accountable** – work with partners to accurately reflect the value in coordination and improve the transportation system

The ACCT Council member unanimously agreed upon a set of overarching priorities during a retreat in 2002. This series of priorities reflects the goals of ACCT. Some of the strategies identified with the priorities overlap, but approach the issue from different angles.

## Core Values of ACCT

### Identify and Address Barriers

The ACCT Council works to discover the obstacles to effective coordination and sharing of resources by identifying and addressing barriers faced by the transportation system. Barriers include burdensome legislation, agency inertia, lack of communication and lack of resources. Many agencies that provide and broker public transportation have these barriers interfere with their ability to provide extensive or inexpensive transportation to the consumer. Furthermore, various barriers sometimes stand in the way of changes to service, even when the innovations would be suited to meeting the needs of a changing population. By working together ACCT members can identify and address barriers to coordination, and improve opportunities for coordination in many areas.

**Strategy 1:** Increase the number of trips utilizing existing transit, social service, school, and other transportation resources

**Strategy 2:** Reduce per trip costs of special needs transportation

**Strategy 3:** Enable willing communities to coordinate pupil transportation and community transportation

**Strategy 4:** Decrease cost of liability insurance for transportation providers, particularly for small agencies in Eastern Washington

**Strategy 5:** Address unmet need

**Strategy 6:** Result in a transportation system that is easy to understand and usable by people with special transportation needs

### **Focus On Results**

The ACCT Council is committed to creating real differences in service availability for the consumer and in service delivery capacity for the providers, brokers, and state agencies. The focus on results in actual service provision will keep ACCT research and advocacy from being out of touch with the real problems faced by providers and brokers. A large part of focusing on results is the ACCT Council's emphasis on performance measures in public transportation. The collection, analysis, and support of performance measures helps move the public transportation providers, brokers, and state agencies toward greater accountability and allows them to make a case on the necessity of public transportation funding.

**Strategy 7:** Establish baseline data for transportation funding, cost per trip, number of trips, and other indicators

**Strategy 8:** Identify goals and objectives based on baseline data and unmet need

**Strategy 9:** Establish a methodology for measuring change

**Strategy 10:** Establish specific measurable targets and deliverables for the Program for Agency Coordinated Transportation (PACT), the local coalitions, and any organization getting funding through ACCT

### **Increase Advocacy**

The ACCT Council has a primary role in communicating possible changes in policy to the legislature, both through its legislative members and through other communications to the legislature. Through their connection to the legislature the ACCT Council is in a primary position to argue for change that can have a real impact on service availability.

**Strategy 11:** Providing testimony before the House and Senate transportation, social service, and fiscal committees

**Strategy 12:** Increasing coordination leadership within state agencies

## Goals, Strategies, Objectives and Measurements

### Goal 1: Efficient

The ACCT Council has a series of goals to achieving a coordinated transportation system. A coordinated public transportation system must be efficient, delivering services at a reasonable cost for the mode of transportation in question. The ACCT Council works with its stakeholder agencies for more efficient use of transportation resources so that the savings could be invested back into the transportation system for improvement in the overall quality and extent of the services provided or brokered. The cost of special needs transportation impacts how legislators and citizens who do not use public transportation view the importance of public transportation to the community.

### ACCT Member Agencies — Efficient

**WSDOT** – our grant recipients provide service at levels similar to comparable operations elsewhere in the state

**DSHS** – Our customers are transported to their programs and services by matching their individual needs and mobility capabilities with the most cost effective transportation option available

**MAA** efficiency strategies (these will be moved to appendix later):

1. Develop lowest cost modes
2. Participate in demonstration projects

**OSPI** – schools are able to transport students with the least possible financial burden on school districts while not compromising on safety and complying with all state and federal regulations

**Washington Association for Pupil Transportation** – pupil transportation does not place a great or increasing financial burden on the schools

**CTA NW** – organizations that provide transportation are able to provide services to their customers without increasing the amount of money they spend annually

**OFM** – state agencies are delivering services at or below national cost averages

**WSTA** – transit agencies are able to sustain levels of service without increasing the amount of funds spent

## Consumer

Ability to get the ride they need is the most important transportation concern for the consumer. Some members of the public would take more rides on public transportation if they were able to get faster from one place to another or be assured of the exact time their ride would arrive. Many strategies can be undertaken to increase the number of trips taken, including increased transfer connections with shorter wait times and better information about services. To increase the number of trips taken, the providers, brokers, and state agencies must maintain in mind the interest of the consumer.

**Strategy 1:** Increase the number of trips utilizing existing transit, social service, school, and other transportation resources

|   |  |
|---|--|
| <b>Objective:</b> Can ride on many types of vehicles to complete a trip.                                | <b>Measure:</b> Number of shared rides by mode.  |
| <b>Objective:</b> Can complete more trips in one day for work, medical, educational or social purposes. | <b>Measure:</b> Customer satisfaction survey asks if able to complete more trips or run more errands due to increased availability of rides. |

## Provider

The providers are concerned with being able to serve their customers while meeting their budget and regulatory standards. Providers must meet multiple different types of needs while negotiating the challenges of their particular geographic areas. Providers face many challenges in striving for efficiency.

**Strategy 1:** Increase the number of trips utilizing existing transit, social service, school, and other transportation resources

|  |   |
|--|---|
| <b>Objective:</b> Coordinate resources with a provider of another mode.          | <b>Measure:</b> Number/amount of resources being shared through coordination, broken down by category such as vehicles, administrative, maintenance, call center. |
| <b>Objective:</b> Increase the number of trips provided.                         | <b>Measure:</b> The actual number of trips provided.  |
| <b>Objective:</b> Provide more possible transfers to another provider's vehicle. | <b>Measure:</b> The number of transfer passes issued or the number of transfer points.  |

**Strategy 2:** Reduce per trip costs of special needs transportation

|  |  |
|--|--|
| <p><b>Objective:</b> Coordinate more rides so that the vehicles have more people on them, thus reducing the per trip cost.</p> | <p><b>Measure:</b> The number of shared rides.</p> |
|--|--|

**Strategy 3:** Enable willing communities to coordinate pupil transportation and community transportation

|   |   |
|---|---|
| <p><b>Strategy:</b> Provide advice to willing providers on how to coordinate pupil transportation and community transportation.</p>   | <p><b>Measure:</b> Interaction between WSDOT and provider is rated on a none-to-high scale.</p>                 |
| <p><b>Strategy:</b> Where legislation, either state or local, stands in the way of coordination ACCT will discuss possible changes to that legislation with representatives and senators.</p> | <p><b>Measure:</b> Record number of complaints regarding legislative obstacles and number of actions taken.</p> |

**Broker**

Brokers purchase rides from other providers to make sure special needs populations that are more expensive or harder for providers to serve receive the transportation they need. Due to the difficulty of getting services to their clients, brokers face many challenges in striving for cost efficiency.

**Strategy 1:** Increase the number of trips utilizing existing transit, social service, school, and other transportation resources

|   |  |
|---|--|
| <p><b>Objective:</b> Use coordination power of call center to allocate trips to a wide variety of vehicle types, as long as doing so efficient.</p> | <p><b>Measure:</b> Number of shared rides.</p> |
|---|--|

**Strategy 2:** Reduce per trip costs of special needs transportation

|  |   |
|--|---|
| <p><b>Objective:</b> Group trips purchased so that the cost per customer is reduced.</p> | <p><b>Measure:</b> Shared or grouped rides.</p> |
|--|---|

## **Goal 2: Effectiveness**

Effectiveness in transportation service includes providing services to the greatest number of people possible. In discussing improvement to the public transportation system it is important to consider the need for public transportation that is not met. Public transportation will not be able to serve everyone who is in need of transportation services, but covering large numbers of people with limited resources is getting close to service effectiveness. Lack of transportation options unfortunately falls disproportionately on special needs populations and rural populations.

### **ACCT Member Agencies — Effectiveness**

**WSDOT** – the right stakeholders are engaged in every community to build and maintain transit systems that respond to community needs and evolve with those needs over time.

**DSHS** – our customers eligible for transportation are ensured access to programs and services.

**MAA** effectiveness strategies (to be moved to appendix later):

1. Internal communication
2. Broker communication

**OSPI** – students are able to get to and from school and participate in activities outside of normal school hours and we are able to meet our obligations under state and federal laws.

**Washington Association for Pupil Transportation** – we are able to meet district service needs for pupil transportation.

**CTA NW** – people who would not otherwise have transportation are able to receive that transportation through public transportation.

**OFM** – each agency is doing their part to make sure transportation is not a barrier to the economic productivity or access to service for Washingtonians, and the state is investing its dollars consistently to support the infrastructure to make this happen.

**WSTA** – the service design meets customer needs and that high-capacity corridors are served.

### **Consumer**

To the consumer ability to access transportation services is critical to receiving the social services they need and participating in the community. From the consumer's perspective, lack of services means an additional barrier to self-sufficiency. Effectiveness of transportation options can mean multiple things from simple access to frequency of service to time of travel.

**Strategy 5:** Address unmet need

|  |  |
|--|--|
| <b>Objective:</b> Transportation is available at more times. | <b>Measure:</b> Regions of selected size (such as a _ square mile in a city) has overall more frequent service.  |
| <b>Objective:</b> Transportation available to more places.   | <b>Measure:</b> The number of possible transfers to other providers' service <b>and</b> the number of actual service routes <b>and</b> the square miles covered by demand responsive services. |

**Provider**

Effective service for the provider would indicate that their customers are receiving the transportation services they need. Due to limited resources both transit and community providers must frequently decide which geographic areas to cover and how frequently to offer service. Maximizing effectiveness would allow the provider to service more people with the same funds.

**Strategy 5:** Address unmet need

|   |  |
|---|--|
| <b>Objective:</b> Conduct a study of customer satisfaction.                           | <b>Measure:</b> Tracking customer satisfaction over many years and the number of changes to address the customer concerns.                         |
| <b>Objective:</b> Increase the geographic area covered by the transportation service. | <b>Measure:</b> Conduct a detailed study of the actual geographic area covered by transportation service (assuming a 5 minute walk time to route). |
| <b>Objective:</b> The State DOT works to remove barriers to providing service.        | <b>Measure:</b> Laws restricting geographic service availability are removed or clarified.   |

**Broker**

The brokers serve special needs populations that cannot access fixed route transit services either due to mobility challenges or service area restrictions. Since the brokers are one of the last public transportation links available for special needs people needing medical attention, the ability of brokers to reach isolated clients is very important.

**Strategy 5:** Address unmet need

|  |  |
|--|--|
| <b>Objective:</b> Reach special needs populations not yet receiving service. | <b>Measure:</b> Track transportation access through a survey (every 5 years?). |
|--|--|

### **Goal 3: Coordination**

The ACCT Council has been working on increasing transportation coordination, since such coordination can have beneficial impacts for the customer and for costs. Coordination in public transportation has many aspects, including sharing information, sharing resources, and grouping clients from multiple programs onto the same vehicle. Most agencies and programs engage in some level of coordination in public transportation, and ACCT wants to encourage the expansion of this trend.

#### **ACCT Member Agencies — Coordination**

**WSDOT** – we have representatives from a variety of community organizations around the state and state agencies working together to identify community needs and apply for and implement transportation projects.

**DSHS** – various programs within DSHS are sharing their transportation resources and information with each other, coordination also means that DSHS is sharing some non-confidential information with other agencies as well as exploring common uses for resources with other agencies

**OSPI** – Coordination means that student populations are transported to school cost-effectively through the sharing of resources and/or shared group trips between agencies. School districts have assessed the value of sharing vehicles, maintenance, training and drivers with other providers and stakeholders in their community.

**Washington Association for Pupil Transportation** – school districts can freely make agreements with each other to share resources. Coordination also means that schools can earn revenue by leasing their vehicles out to non-school agencies during time when students are not riding

**CTA NW** – organizations that provide transportation share information and resources to provide more efficient and effective service to customers

**OFM** – state resources are shared to consistently maximize value in program delivery across all agency and program areas

**WSTA** – transit agencies share information and resources to respond to customer needs with in and between service areas.

#### **Consumer**

Though coordination is in the best interest of the consumer, there are not many specific action items for the public on bringing about coordination. One of the ways consumers can have a direct impact on coordination is through school vehicle and community transportation coordination. Some communities are more willing to explore possibilities for resource sharing between schools and community transportation than others.

**Strategy 3:** Enable willing communities to coordinate pupil transportation and community transportation

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|---|---|
| <b>Objective:</b> Allow community members to voice their opinions on vehicle use. | <b>Measure:</b> The existence of an official comment period or hearing. |
|---|---|

**Provider**

The cost of liability insurance has been rapidly rising over the last decade, making it harder for small transportation operators to keep providing service. For areas that are isolated or have limited public transportation availability, the disappearance of a provider due to high insurance costs is a loss to the entire community. To ensure that smaller communities will consistently have available public transportation, the ACCT Council will work with providers and the legislature to decrease the costs of liability insurance for transportation providers.

**Strategy 4:** Decrease cost of liability insurance for transportation providers, particularly for small agencies in Eastern Washington

|  |   |
|--|---|
| <b>Objective:</b> Undertake safety training for driver employees to reduce traffic accidents.  | <b>Measure:</b> Number of traffic accidents and number of safety trainings per vehicle operator.  |
| <b>Objective:</b> Undertake safety training for maintenance employees to reduce maintenance accidents and workers compensation claims. | <b>Measure:</b> Number of maintenance accidents and workers compensation claims to the number of safety trainings per maintenance worker. |
| <b>Objective:</b> Form an insurance pool for transportation providers in order to reduce costs, both transit agencies and non-profits. | <b>Measure:</b> Already done.   |

**Broker**

The brokers work with special needs populations who may be difficult to serve in some ways, making it in the broker’s interest to reduce costs and increase service availability through coordination. Both decreased costs and increased service may not be possible, but improvement in one of those areas will help the broker in its mission.

**Strategy 3:** Enable willing communities to coordinate pupil transportation and community transportation

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|---|--|
| <b>Objective:</b> Allowing the providers they purchase rides from to utilize school vehicles for those rides. | <b>Measure:</b> Number of purchased rides that coordinate pupil transportation and community transportation. |
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#### **Goal 4: Share Information**

The public transportation system is intended to be a congestion relief tool as well as a service for those with needs that cannot be met through private sources. However, for some people with special transportation needs the system can be difficult to understand, especially when they must travel across service area boundaries. The ACCT Council will work with transportation providers and purchasers to simplify the use of the public transportation system and make information more accessible.

#### **ACCT Member Agencies — Information**

**WSDOT** – we are supporting statewide access to service information and every service available to the public has access to putting their information on-line. All of our grantees have their service information on-line. We are managing service and provider information efficiently and effectively, so that our stakeholders have a simple way to get at information and we have a simple way to report the information out to meet our federal and state requirements.

**DSHS** – we have a system that complies with federal and state privacy law that allows us to share trip requirements with other agencies and transportation providers. We do not want information to be a barrier to grouping trips or finding the lowest cost service to meet trip requirements.

**OSPI** – all pupil transportation providers are aware of the state and federal requirements to transporting students and are able to freely share that information with agencies interested in coordinating with the schools for the use of resources or shared group rides.

**Washington Association for Pupil Transportation** – schools are able to quickly share best practices for pupil transportation in order to create a safer, more cost effective environment for transporting students

**CTA NW** – CTA NW can support its member organizations through rapid dissemination of information to communicate funding opportunities, trainings, best practices, legislative agendas, and other items of interest

**OFM** – state agencies have their information available electronically to each other in order to create the best use of state resources

**WSTA** – transit agencies are able to electronically access information about each other's services and rapidly distribute information relevant to the operations of the transit agency and deliver information about connecting and intercity services to customers. Sharing information also means that transit agencies are able to access information about community transportation providers as part of the state network of public transportation services.

**Consumer**

For the consumer receiving information about service availability and accessibility is very important to being able to use the public transportation system in a time-effective and safe way. If the consumer cannot receive information about service availability, the ride to where they need to go will not be made with public transportation. For persons with special needs not being able to receive the ride they need could lead to isolation and compounding of social service needs.

**Strategy 6:** Result in a transportation system that is easy to understand and usable by people with special transportation needs

|  |   |
|--|---|
| <p><b>Objective:</b> Transportation provider information, including schedules, service area, and contact information is available through multiple mediums including print and Internet.</p> | <p><b>Measure:</b> Rate the accessibility of information on a provider on an easy-to-difficult scale.</p>   |
| <p><b>Objective:</b> Accessible transportation is available in the area for day-to-day needs.</p>  | <p><b>Measure:</b> Track the geographic coverage of accessible transportation and work with transportation providers to create strategies for increasing service frequency in their area.</p> |

## Provider

For providers having information about their service available to the public is an important component to providing service. If the consumer does not know about the provider's existence, or cannot access information about the service area, contacts, or times service is available, the consumer is unlikely to utilize the provider's services.

**Strategy 6:** Result in a transportation system that is easy to understand and usable by people with special transportation needs

|   |   |
|---|---|
| <b>Objective:</b> Provide schedule and contact information in through multiple mediums. | <b>Measure:</b> Schedule and contact information available in print and electronically. |
| <b>Objective:</b> Conduct a usability study on schedule and route information.          | <b>Measure:</b> Was the study conducted at regular intervals? (Every 3 years)           |
| <b>Objective:</b> Conduct a usability study of the provider's system.                   | <b>Measure:</b> Was the study conducted at regular intervals? (Every 3 years)           |
| <b>Objective:</b> Provide information that supports using adjacent services.            | <b>Measure:</b> Ridership on connecting services.                                       |

## Broker

The brokers ensure that transportation is available to persons with special needs, who must know that they can contact the brokers for the necessary transportation to their social service appointments. If clients are not aware that the broker transportation option is available to them, they may miss appointments or utilize social services only after their case becomes comparatively expensive to handle.

**Strategy 6:** Result in a transportation system that is easy to understand and usable by people with special transportation needs

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|---|---|
| <b>Objective:</b> Conduct an accessibility study of the transportation purchased. | <b>Measure:</b> Was the study conducted at regular intervals? (Every 5 years) |
|---|---|

## **Goal 5: Accountability**

Accountability encompasses the three core issues of ACCT: identifying and addressing barriers, focusing on results, and increasing advocacy. ACCT approaches accountability from multiple angles, including legislative action, performance measures, and program improvement evaluations.

The ACCT Council has a primary role in communicating needed changes in transportation coordination policy to the legislature, both through its legislative members and through other communications to the legislature. To utilize the unique position of ACCT as a legislative recommendation body, the Council can take steps to ensure that its stakeholders have an opportunity to voice their concerns in legislative hearings.

In order to justify steps taken to improve service and create greater accountability for all stakeholders, the ACCT Council supports each of its stakeholders adopting performance measures to track and reflect the value of coordinating transportation resources and customers. For performance measures to be useful, they have to be incorporated into the agency goals and objectives of each stakeholder. The ACCT Council will work with the stakeholders to ensure that the performance measures data becomes a useful tool for existing planning processes for stakeholders as well as ACCT. In order to establish consistent performance measures gathering and evaluation, an acceptable methodology for data collection must be established. Without measurable targets ACCT can spend a great deal of energy working on a dispersed set of admirable objectives, but without attaining focus or creating continuous program improvement.

### **ACCT Member Agencies — Accountability**

**WSDOT** – performance measures are applied to all WSDOT transportation programs as well as the ACCT stakeholders who deal with public transportation.

**DSHS** – all DSHS programs with transportation components are meeting service needs and trips and costs are recorded with performance measures that feed into program improvement discussion and standards.

**OSPI** – school districts are in compliance with state and federal regulations, and that school transportation is recorded with performance measures that feed into improvement discussion and standards.

**Washington Association for Pupil Transportation** – school districts are able to measure and demonstrate effectiveness in pupil transportation. Accountability also means that school districts receive the necessary funds from the state to provide safe and effective pupil transportation.

**CTA NW** – community transportation services are responsive to their clients' concerns. Accountability also means that there is a process for incorporating performance measures into planning and program improvement.

**OFM** – performance measures are applied to all state programs that fund, provide, and broker transportation to ensure consistent improvement in performance and efficient use of state resources.

**WSTA** – annual performance measures are gathered by the transit agencies and compiled by WSDOT are utilized in a feedback process to improve planning and transportation services. Accountability also means that transit agencies have a process in place for dealing with customer concerns.

**Consumer**

Accountability for the consumer means that transportation agencies are responsive to their comments and concerns about service availability and access. From the consumer perspective, accountability is found with the entities providing, brokering, or funding public transportation. The ACCT Council assists the consumer’s concerns over accountability indirectly by working with the agencies, organizations and programs involved with public transportation, but in legislative matters the ACCT Council can work to directly involve the consumer in accountability discussion.

**Strategy 11:** Providing testimony before the House and Senate transportation, social service, and fiscal committees

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|---|---|
| <p><b>Objective:</b> Consumer representatives are informed of hearings and how they can give input.</p> | <p><b>Measure:</b> During the legislative session, are consumer representatives regularly sent updates of relevant hearing dates?</p> |
|---|---|

**Provider**

For the providers accountability in transportation service provision means the ability to incorporate feedback from consumers, brokers, and state agencies back into their service provision.

**Strategy 2:** Reduce per trip costs of special needs transportation

|  |  |
|--|--|
| <p><b>Objective:</b> Coordinate more rides so that the vehicles have more people on them, thus reducing the per trip cost.</p> | <p><b>Measure:</b> The number of shared rides.</p> |
|--|--|

**Strategy 4:** Decrease cost of liability insurance for transportation providers, particularly for small agencies in Eastern Washington

|  |   |
|--|---|
| <b>Objective:</b> Undertake safety training for driver employees to reduce traffic accidents.  | <b>Measure:</b> Number of traffic accidents and number of safety trainings per vehicle operator.  |
| <b>Objective:</b> Undertake safety training for maintenance employees to reduce maintenance accidents and workers compensation claims. | <b>Measure:</b> Number of maintenance accidents and workers compensation claims to the number of safety trainings per maintenance worker. |
| <b>Objective:</b> Form an insurance pool for transportation providers in order to reduce costs, both transit agencies and non-profits. | <b>Measure:</b> Already done.   |

**Strategy 7:** Establish baseline data for transportation funding, cost per trip, number of trips, and other indicators

|   |   |
|---|---|
| <b>Objective:</b> Develop standard definitions for each of the desired measurements.                    | <b>Measure:</b> Reaching consensus among the transportation providers for a mode. |
| <b>Objective:</b> Ensure that each provider has an acceptable methodology and means for data gathering. | <b>Measure:</b> The number of questionable data points collected by the provider. |

**Strategy 8:** Identify goals and objectives based on baseline data and unmet need

|   |   |
|---|---|
| <b>Objective:</b> Establish a formal review process through which to develop recommendations for action from the performance measurements.  | <b>Measure:</b> Does the formal review process exist? |
| <b>Objective:</b> Establish a formal review process through which to develop recommendations for action from the transportation access survey. Review process should include input from multiple providers. | <b>Measure:</b> Does the formal review process exist? |

**Strategy 9:** Establish a methodology for measuring change

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|--|--|
| <p><b>Objective:</b> Establish a process for collecting performance measurement data in a methodological fashion. Use the data gathered to evaluate process.</p> | <p><b>Measure:</b> Does a process for collecting data along well-accepted definitions and using industry-accepted methodology exist?</p> |
|--|--|

**Strategy 10:** Establish specific measurable targets and deliverables for the Program for Agency Coordinated Transportation (PACT), the local coalitions, and any organization getting funding through ACCT

|   |   |
|---|---|
| <p><b>Objective:</b> Articulate provider expectations for PACT clearly in a goals document.</p>   | <p><b>Measure:</b> Does the document exist?</p> |
| <p><b>Objective:</b> The providers discuss and agree upon goals for their local coalition. These goals are articulated in a working document, which is updated/rewritten every few years.</p> | <p><b>Measure:</b> Does the document exist?</p> |

**Strategy 11:** Providing testimony before the House and Senate transportation, social service, and fiscal committees

|   |   |
|---|---|
| <p><b>Objective:</b> Transportation providers are informed of hearings and how they can give input.</p> | <p><b>Measure:</b> During the legislative session, are consumer representatives regularly sent updates of relevant hearing dates?</p> |
|---|---|

**Strategy 12:** Increasing coordination leadership within state agencies

|   |  |
|---|--|
| <p><b>Objective:</b> Set clear objectives and deliverables for state agencies that provide public transportation.</p> | <p><b>Measure:</b> Do the objectives and deliverables exist in a written document that has agency ownership?</p>   |
| <p><b>Objective:</b> Set performance measures for state agencies that provide public transportation.</p>              | <p><b>Measure:</b> Do the performance measures exist and are they collected along broadly accepted parameters?</p> |

**Broker**

Brokers are accountable to their target service populations as well as the state agencies with which they have contracts for service provision to special needs populations. Accountability for brokers takes the form of meeting their contract terms. Brokers can also utilize performance measures as a way to improve their program evaluation and improvement process.

**Strategy 2:** Reduce per trip costs of special needs transportation

|  |   |
|--|---|
| <p><b>Objective:</b> Group trips purchased so that the cost per customer is reduced.</p> | <p><b>Measure:</b> Shared or grouped trips.</p> |
|--|---|

**Strategy 7:** Establish baseline data for transportation funding, cost per trip, number of trips, and other indicators

|   |  |
|---|--|
| <p><b>Objective:</b> Ensure that each purchaser has an acceptable methodology and means for data gathering for the trips they purchase.</p> | <p><b>Measure:</b> The number of questionable data points collected by the provider.</p> |
|---|--|

**Strategy 8:** Identify goals and objectives based on baseline data and unmet need

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| <p><b>Objective:</b> Establish a formal review process through which to develop recommendations for action from the performance measurements.</p> | <p><b>Measure:</b> Does the formal review process exist?</p> |
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**Strategy 9:** Establish a methodology for measuring change

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| <p><b>Objective:</b> Establish a process for collecting performance measurement data in a methodological fashion. Use the data gathered to evaluate process.</p> | <p><b>Measure:</b> Does a process for collecting data along well-accepted definitions and using industry-accepted methodology exist?</p> |
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**Strategy 10:** Establish specific measurable targets and deliverables for the Program for Agency Coordinated Transportation (PACT), the local coalitions, and any organization getting funding through ACCT

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| <p><b>Objective:</b> PACT articulates its own goals clearly in a working document that is revisited every year.</p>                             | <p><b>Measure:</b> Does the document exist?</p>   |
| <p><b>Objective:</b> ACCT council articulates the performance measures it wants each transportation entity receiving ACCT funds to measure.</p> | <p><b>Measure:</b> Have the performance measures for ACCT funded transportation projects been articulated and are they being collected?</p> |

**Strategy 11:** Providing testimony before the House and Senate transportation, social service, and fiscal committees

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| <p><b>Objective:</b> Transportation purchasers are informed of hearings and how they can give input.</p> | <p><b>Measure:</b> During the legislative session, are consumer representatives regularly sent updates of relevant hearing dates?</p> |
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**Strategy 12:** Increasing coordination leadership within state agencies

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| <p><b>Objective:</b> Set clear objectives and deliverables for state agencies that purchase public transportation.</p> | <p><b>Measure:</b> Do the objectives and deliverables exist in a written document that has agency ownership?</p>   |
| <p><b>Objective:</b> Set performance measures for state agencies that purchase public transportation.</p>              | <p><b>Measure:</b> Do the performance measures exist and are they collected along broadly accepted parameters?</p> |

