



WASHINGTON STATE  
**ACT**  
AGENCY  
COUNCIL ON  
COORDINATED TRANSPORTATION

**2007  
REPORT TO  
THE WASHINGTON  
STATE LEGISLATURE**

Washington State  
Department of Transportation

**AGENCY COUNCIL ON COORDINATED  
TRANSPORTATION**

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Prepared by the Agency Council on Coordinated  
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# EXECUTIVE SUMMARY

The Agency Council on Coordinated Transportation (ACCT) was created by the legislature in 1998 to coordinate transportation. The enabling statute, RCW 47.06B, included in Appendix A, requires the Council to report to the legislature every two years. This report focuses on the work of ACCT, its member agencies, and its regional partners to coordinate special needs transportation. Additionally, we make recommendations to the legislature for changes in laws to assist coordination of services.



Washington State  
Department of Social  
& Health Services



WASHINGTON STATE  
**Transit**  
ASSOCIATION



## Overview

ACCT is a partnership of members from the legislature, state agencies, transportation providers, and consumer advocates. The support staff for the Council is housed and supported by the Washington State Department of Transportation (WSDOT).

### Work Completed by ACCT in the Current Biennium

- Measured special needs transportation performance
- Gathered stakeholder feedback on ACCT's performance
- Developed *Travel Options* (formerly Trip Planner)
- Tested coordination at the local level
- Led the state and nation on meeting new federal coordination requirements

### Recommendations to the Legislature for 2007

- Renew ACCT legislation
- Support performance measurement by requiring state and federally funded agencies that purchase transportation to report data
- Re-establish financial support for coordinated transportation at the local level
- Remove intercity bus route monopolies
- Expand Washington Utilities and Transportation Commission's Special Needs Regulation to for-profit providers

## Mission

ACCT's mission is to direct and promote activities that efficiently coordinate all available state and community resources for special needs transportation across the state. Special needs transportation customers are individuals who, because of age, income, or ability, are not able to transport themselves. They include elders, youth, people with disabilities and people with low incomes.

### ACCT Voting Membership

- Department of Transportation
- Department of Social and Health Services (DSHS)
- Office of the Superintendent of Public Instruction
- Two consumer representatives
- Washington State Transit Association
- Community Transportation Association of the Northwest (CTA-NW) or Community Action Programs
- Washington Association of Pupil Transportation
- Metropolitan/Regional Transportation Planning Organization (ad hoc)

### Current Council Membership

Paula J. Hammond, Chair  
WSDOT Chief of Staff

Margaret Casey  
Consumer Representative

Richard DeRock  
Washington State Transit Association

Theresa Hekel  
Washington Association of Pupil Transportation

Marilyn Mason-Plunkett  
CTA-NW

Doug Porter  
Health and Recovery Services of DSHS

Marcia Riggers  
Office of Superintendent of Public Instruction

Bernice Robinson  
Consumer Representative

Page Scott  
Metropolitan/Regional Transportation Planning Organizations

Jennifer Ziegler  
Governor's Transportation Policy Advisor

### Current Legislative Membership

Senator Pam Roach  
Senator Jim Kastama  
Representative Fred Jarrett  
Representative Mark Miloscia  
Representative Alex Wood

# The Work of ACCT

At their second biennial work meeting in October 2005, ACCT identified specific project and legislative priorities for the 2005-07 biennium. The essential elements of the ACCT strategic plan remain unchanged, while the specific work agenda gained more focus and led to the work the staff and partners accomplished.

## Staff Measured Special Needs Transportation Performance

In 2006, ACCT measured the performance of 33 community transportation providers that received grant funding in the 2003-2005 biennium from the Washington State Department of Transportation (WSDOT) as well as the eight agencies that broker transportation for Medicaid clients. In total, these agencies provided 4,750,882 passenger trips. The statewide average cost-per-trip for community transportation providers was \$11.60 and \$17.89 for the Medicaid brokers. Brokers' higher costs reflect their use of a broader spectrum of transportation services as well as higher levels of services required by some clients. In addition to cost-per-trip, ACCT evaluated other statewide performance measures including ridership, service, and funding. These measurements provide a baseline for evaluating performance in the future. Appendices E-H contain a compilation of statewide statistics and a summary of measures for each of the community transportation providers and brokers. A complete report on each of the community transportation providers and brokers is available in the *Washington State Summary of Community and Brokered Transportation - 2005*. This publication is available on the ACCT website at: [www.wsdot.wa.gov/acct](http://www.wsdot.wa.gov/acct).

## ACCT Gathered Feedback from Stakeholders on its Performance

ACCT hired Cocker Fennessy, Inc., a Seattle-based public affairs firm, in August 2006 to perform stakeholder research. The focus of this research was to identify opportunities and challenges related both to ACCT—including possible termination of its existence in 2007—and special needs transportation issues (a full version of the report is available on the ACCT website). The research process included interviewing stakeholders who are familiar with ACCT and represent a variety of perspectives. From those interviews, several themes emerged including:

- The mission of ACCT is viewed as well understood and necessary.
- ACCT should be continued with more resources and a stronger mandate, renewed commitment, and wider participation.
- Special needs transportation performance measures should continue to be developed and implemented. Streamlining and improving the overall special needs transportation system is necessary.

## ACCT Starts Construction of *Travel Options*

“Trip Planners” assist travelers with public transportation trip times and connections. In recent years, ACCT committed to a “Trip Planner” project that offers statewide traveler information. The Trip Planner project was re-named *Travel Options* in 2006. The new name better describes this Internet search tool. *Travel Options* finds schedule, route, and connection information on scheduled or non-scheduled transportation services. People say they would likely use public transportation if they had accessible and accurate information. *Travel Options* streamlines convenient access to information about the broad selection of transportation available to the public. See the ACCT website for the latest information about *Travel Options*.

In a related project, Washington is the first state to demonstrate a public-private partnership for providing a statewide intercity network via Google. This enhances the usefulness of the information collected for *Travel Options*. ACCT/*Travel Options* share the state's information with Google, and Google provides added visibility and connectivity to the state's transportation service information ([www.google.com/transit](http://www.google.com/transit)). This partnership adds value to existing investments in state and local service information.

## ACCT Takes the Lead on New Federal Coordination Requirements

In August 2005, the President of the United States signed the federal Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). This legislation requires the establishment of locally-developed, coordinated public transportation plans for all federally funded human services transportation programs. Applicants for WSDOT's public transportation grant program are now required to participate in the planning process with their local Regional Transportation Planning Organization (RTPO) or Metropolitan Planning Organization (MPO).

<sup>1</sup> See appendices E-H for a compilation of statewide statistics and a summary of measures for each of the community transportation providers and brokers.

## Legislative Recommendations

### Renew ACCT Enabling Legislation

The members of ACCT ask that the legislature renew the Council's enabling legislation. Unless the ACCT enabling legislation is renewed, the Council will terminate on June 30, 2007, and the state's coordinating legislation will terminate on June 30, 2008.

ACCT has made great strides in improving coordination and supporting special needs transportation. The Council members and stakeholders have stated that it is important to continue the work and to provide a forum where stakeholders, transportation professionals, and state agencies can come together to discuss common issues surrounding special needs transportation.

As of 2005, the Federal Government requires locally-developed coordination plans as a condition of receiving federal funding. ACCT has played a significant role in helping local communities meet the requirements and be eligible for funding. ACCT's efforts will need to continue.

### Support Special Needs Transportation Performance Measures

ACCT has made progress collecting cost and trip data from many of the special needs transportation providers in Washington. It is important to continue this work and track the effectiveness of coordinating transportation. ACCT proposes adding a reporting requirement for all state and federally funded agencies that purchase special needs transportation services. Currently, ACCT only collects information from WSDOT public transportation grant recipients and the Medicaid brokerages. However, there are many other state and federally funded agencies that do not track their transportation purchases or have been reluctant to share that information. This data is vital for ACCT to continue to track coordination effectiveness.

### Re-establish Support for Regional Coordinated Planning

New legislation requires that certain federally funded public transportation grant projects come from locally-developed coordinated transportation plans. The funds covered by this requirement include all of the Federal Transit Administration (FTA) funds available for elderly, persons with disabilities, and low income employment transportation. In order to meet the new federal requirements for coordinated planning, ACCT proposes

In 2006, ACCT and WSDOT staff led a nationally recognized effort to implement this new federal requirement. Staff provided technical support to planning organizations, transportation providers, and stakeholder groups to facilitate the collaboration and coordination needed to successfully complete the plans. The Federal Transit Administration (FTA), Community Transportation Association of America (CTAA), and the American Association of State Highway and Transportation Officials (AASHTO) all held out the work of ACCT and WSDOT as an example for others to follow.

### ACCT Supports Local Coordination Projects

Local communities benefit the most from coordinated transportation. Local residents are the ones who miss out on rides when they are not provided, and benefit when they are. ACCT collaborated with the Community Transportation Association of America (CTAA) to offer Washington communities a technical assistance grant program. Through this collaboration ACCT matched a federal grant obtained by CTAA, doubling the value of the state's investments. Since the fall of 2004, CTAA and ACCT have assisted over fourteen communities throughout the state through twelve grant projects.

ACCT worked with several local partners to establish demonstration projects for the delivery of more effective special needs transportation. These projects brought local partners together including Medicaid brokers, transit systems, county governments, school districts, and private providers. All of the projects focused on ways to use the existing brokerage infrastructure.



ACCT member Bernice Robinson with Governor Gregoire and First Gentleman Mike Gregoire.

<sup>2</sup> For more information regarding WSDOT's efforts to support intercity transportation, see Appendix B.

the legislature fund and help restructure Washington's transportation coordinating coalitions. The coalitions will correspond to the Regional Transportation Planning Organizations (RTPO) and Metropolitan Planning Organizations (MPO). By doing this, the state will be in good position to meet the new federal requirements.

Re-establishing the financial support for local coalitions would improve transportation coordination efforts across the state. During the 2001–2003 biennium, 24 local coalitions received grants to support coordinated transportation activities. ACCT has not funded local coalitions in the past two biennia, due to a significant reduction in the legislative appropriation.

### **Support Policy Changes to Utilities and Transportation Commission**

Two Washington Utilities and Transportation Commission (WUTC) policy changes would reduce barriers for special needs transportation:

#### **1. Remove Intercity Bus Monopolies**

ACCT and WSDOT would like to support the continued development of intercity routes in the wake of Greyhound's departure from more than 20 Washington cities (for more information regarding WSDOT's efforts to support intercity transportation, see Appendix B).

The WUTC is requesting the removal of laws that mandate "monopolies" for intercity bus carriers on specific routes. ACCT supports this request. Should the monopoly system remain in place, it will be more difficult to restore intercity service that meets residents' needs.

The system as it exists today is a significant barrier to coordinated transportation. There have been examples in the past several years where the monopoly authority holder on given routes has either refused to provide transportation or refused to provide an adequate level of service including meeting requirements set forth in the Americans with Disabilities Act (ADA).

#### **2. Expand WUTC Special Needs Regulation**

ACCT recommends expanding the existing statewide regulatory structure in order to increase coordinated transportation services for special needs customers. The WUTC currently regulates non-profit special needs transportation providers but not for-profit special needs transportation providers. ACCT proposes the addition of provisions to the existing legislation that would require for-profit special needs transportation providers to be licensed and regulated the same as the non-profit providers.

This request supports statewide coordinated transportation efforts and would preclude local jurisdictions from creating and imposing special regulatory requirements limited to specific cities and towns. If local jurisdictions go forward with separate competing local regulations, each city could have different and conflicting regulatory standards prohibiting transportation providers from bringing one client into the city and returning with another.

Many Washington State stakeholders participated in developing this recommendation. While the WUTC is not specifically requesting this legislative change, they have stated that they will not oppose it as long as they are able to recover the costs associated with the expansion of their regulatory authority.

### **Final Note**

ACCT delivers an important service by enhancing the effectiveness and cost efficiency of special needs transportation in Washington. ACCT provides support for programs that serve transportation needs of those with low incomes, elders, the young and people with disabilities. With increased support from the legislature, ACCT could continue and make more of an impact on special needs transportation in our state.



# CHAPTER ONE

## **ACCT IMPROVES SPECIAL NEEDS TRANSPORTATION**

The work of coordination in Washington State is done by many players. Due to ACCT's limited budget, many partners have stepped forward to assist in coordinating transportation. At the state level, WSDOT has leveraged ACCT's appropriation to gain assistance from the Federal Transit Administration (FTA), the Federal General Services Administration (GSA), the Community Transportation Association of America (CTAA) and state transportation funding sources. This has resulted in furthering coordination projects.

At the regional level, many local partners have stepped up (while others disappeared) in response to ACCT losing its ability to provide support for statewide local coalition planning. These partners include transit systems, nonprofit transportation providers, Medicaid Brokers, educational service districts, school districts, and planning organizations. Some of the individual projects are detailed later in the report.

At its work meeting in October 2005, ACCT honed in on specific project and legislative priorities for the 2005-07 biennium. The essential elements of the ACCT strategic plan remain unchanged, while the specific work agenda has gained more focus.

## 2005-2007 Strategic Plan

ACCT continues to provide programs and create strategies to remove barriers, focus on results, and increase advocacy for coordinated special needs transportation.

### Vision

Remove transportation as a barrier to full participation in the community.

### Mission

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

### Goals

**Efficiency:** Decrease the cost per trip of providing publicly funded transportation.

**Effectiveness:** Meet customer and community transportation needs.

**Coordination:** Coordinate the state investment in transportation with customers and communities.

**Information:** Provide the information that providers and passengers need to use the transportation system.

**Accountability:** Create understanding among agencies and the public about the value of the state investment in coordinated transportation.

## 2005-2007 Work Agenda

### ACCT's Current Work Plan Focuses on:

- Measuring the impact of transportation grants and technical assistance by collecting cost and trip data from WSDOT grant recipients and from Medicaid Brokers.
- Evaluating projects supported by ACCT at each stage to assess continued ACCT support.
- Finding opportunities in WSDOT to support ACCT principles, including better coordination of Job Access grants, Commute Trip Reduction, and vanpool programs.
- Finding opportunities in the Department of Social and Health Services (DSHS) to support ACCT principles, including better coordination of transportation spending, Job Access grants, Medicaid, and sharing of cost-per-trip data.
- Identifying federal and state barriers that restrict coordination at the local level, such as multiple requirements for audit data from various funders.
- Holding more interactive ACCT meetings with roundtable discussions specific to single coordination topics.

### ACCT Prioritizes Program Funding for Projects that:

- Help communities utilize Medicaid brokers to meet other transportation needs.
- Integrate schools as community transportation resources.
- Support connected trips to multiple, related destinations (e.g. transportation to and from home, daycare, work-site, errands).
- Creatively use shared ride strategies, such as carpooling and vanpooling.



Passenger utilizing Community Transit's accessible vehicle.

**ACCT Works with Local Coalitions to:**

- Formalize coalition planning and project development roles.
- Integrate new federal requirements with existing coalition work.
- Build relationships with regional and metropolitan planning organizations.

**ACCT Raises Visibility of Transportation Coordination Issues by:**

- Developing a compelling key message and story.
- Working with legislative members of ACCT to tell the story.
- Engaging more special needs advocates.

**ACCT Pursues Projects to:**

- Increase information about mobility options and coordination efforts, including:
  - Implementing *Travel Options*.
  - Producing reports and bulletins.
- Measure the performance of coordinated transportation, including:
  - Expanding WSDOT's statistical summary of its transit systems to include community transportation provider data.
  - Preparing for the Governor's Government Management and Accountability Program (GMAP).
  - Conducting a cost/benefit analysis of homeless student transportation.
  - Identifying statewide transportation needs and the cost of NOT addressing those needs.



## CHAPTER TWO

### PERFORMANCE MEASUREMENTS

ACCT's enabling legislation directs the Council to "develop guidelines for setting performance measures and evaluating performance" for coordinated special needs transportation. This section reports statistical information and analyses about providers of special needs transportation in order to carry out this directive.

In March 2004, ACCT held a summit to identify indicators of a successful coordinated public transportation system and performance measures for providers, purchasers, and riders. State agency managers, transportation providers, and policy makers attended the summit. They agreed on the importance of measuring cost efficiency. Since then, ACCT has also explored other standard performance measures for public transportation. This section reports on ridership, service, funding, as well as cost efficiency.

The complete report is available in the *Washington State Summary of Community and Brokered Transportation - 2005*. This publication is available on the ACCT website at: [www.wsdot.wa.gov/acct](http://www.wsdot.wa.gov/acct).

# Methodology

In order to establish a baseline to demonstrate the value of coordinated transportation, ACCT staff measured the performance of 33 community transportation providers that received grant funding in the 2003-2005 biennium from the Washington State Department of Transportation (WSDOT). Community transportation providers are private, nonprofit, or governmental agencies that provide transportation services through contracts with or grants from other agencies or persons. Table 1 lists each community transportation provider included in the analysis. Appendix D, Map 1 shows the location of each of these community transportation providers' administrative offices. More detailed maps showing each provider's service range is available in the *Washington State Summary of Community and Brokered Transportation – 2005*.

This performance measurement analysis also includes the eight agencies that broker transportation for Washington State's Medicaid clients. The Washington State Department of Social and Health Services' (DSHS) Health and Recovery Services Administration (HRSA) contracts with these agencies to broker non-emergency medical transportation for Medicaid clients who have no other means of transportation. The brokers arrange the most appropriate, least costly method of transportation for the client, including public bus, gas vouchers, client and volunteer mileage reimbursement, nonprofit providers, taxi, cabulance, and commercial bus and air.

HRSA breaks the state into thirteen regions. Each broker provides services to one of more of these regions. Table 2 lists the eight Medicaid brokers and the brokerage regions and counties they serve. Appendix D, Map 2 illustrates these service areas.

WSDOT already measures the performance of its 28 transit systems which it publishes in the annual *Washington State Summary of Public Transportation*. ACCT's attention to the work of community transportation providers and Medicaid brokers paints a more complete picture of public transportation in the state. It will aid in the evaluation of coordinated transportation efforts, especially in future years when trends over time can be considered.

In addition to cost efficiency, ACCT evaluated other statewide performance measures including ridership, service, and funding. It should be noted that numbers reported in this analysis are incomplete and are greater than stated. Community transportation providers are improving their processes for tracking data. Additionally, brokers of Medicaid transportation are required to report to HRSA on a different range of data points than those collected from the community transportation providers. However, brokers and community transportation providers

Provider	Service
Appointment Keepers Transportation Service	Olympic Bus Lines
Career Path Services	Olympic Community Action Programs
Chelan-Douglas Developmental Services	People for People - Moses Lake
COAST	People for People - Yakima
Coastal Community Action Program	Pierce County Community Services
Columbia County Public Transportation	Port Gamble S'Klallam Tribe
Colville Confederated Tribes – Area Agency on Aging	Pullman Senior Citizens Association
Hopelink	Rural Resources Community Action
HopeSource	Samish Indian Nation
Human Services Council	Senior Services of Seattle/King County
L.E.W.I.S. Mountain Highway Transit	Senior Services of Snohomish County
Lower Columbia Community Action Council	Skamania County Public Transit
Makah Public Transit	Skamania County Senior Services
Mt. Adams Transportation Service	Special Mobility Services, Inc.
Mt. Si Community Shuttle	Squaxin Island Tribe
Northwestern Trailways	Thurston Regional Planning Council
Okanogan County Transportation and Nutrition	

Brokers	Regions & Counties Served
Council on Aging & Human Services (COAST)	Region 13: Asotin, Garfield, Whitman
Hopelink	Region 3: King
Human Services Council	Region 7: Clark, Cowlitz, Klickitat, Skamania, Wahkiakum
Northwest Regional Council	Region 1: Island, San Juan, Skagit, Whatcom
Paratransit Services	Region 2: Snohomish Region 4: Pierce Region 5: Clallam, Jefferson, Kitsap, North Mason Region 6: Grays Harbor, Pacific, Thurston, Lewis, South Mason
People for People	Region 8: Benton, Columbia, Franklin, Kittitas, Walla Walla, Yakima
Special Mobility Services, Inc.	Region 10: Ferry, Stevens, Pend Oreille Region 11: Lincoln, Grant, Adams Region 12: Spokane
Trancare	Region 9: Chelan, Douglas, Okanogan

both reported number of one-way trips, total cost of trips, and average cost per trip.

Appendix E contains a statewide summary of the community transportation providers' annual operating information for 2005, and Appendix F contains this information for the brokers of Medicaid transportation. Appendix G contains a summary of the operating statistics and performance measures for each of the community transportation providers broken out by the type of service, and Appendix H contains this information for the brokers of Medicaid transportation. A complete report on each of the community transportation providers and brokers is available in the *Washington State Summary of Community and Brokered Transportation – 2005*.

## Special Needs Populations

Community transportation providers and Medicaid transportation brokers have a primary focus on serving special needs populations—elders, youth, people with disabilities, and people with low incomes. Transit systems also provide special needs transportation through their demand response and deviated fixed route services.

In 2000, Washington State's total population numbered 5,894,121 (U.S. Census). Table 3 shows the total counts of elders, youth, people with disabilities, and individuals below poverty. It also shows the percentage that each population comprises of the state's total population. Because these categories overlap, they cannot be totaled to capture a count of the state's entire special needs population as this would yield too high a number. DSHS assistance also targets special needs populations. In 2000, they provided assistance to 1,290,485 unduplicated people, or 22 percent of the state's population. This number more accurately estimates the state's total potential special needs population. Table 3 also shows DSHS client counts for 2000.

Table 3. Special Needs Populations of Washington, 2000		
	Total	% of State
Elders (aged 65 and older)	662,148	11%
Youth (aged 5 to 19 years)	1,288,713	22%
People with disabilities (aged 5 years and older)	981,007	17%
Individuals below poverty	612,370	10%
DSHS clients	1,290,485	22%

Source: U.S. Census Bureau, 2000; DSHS, Research and Data Analysis Division, Client Services Database, 12/12/01



Center photo of two girls riding on the Nisqually Tribal Transportation program taken by Jim Longley.

# Ridership

Ridership is the amount of service provided as measured by the number of passenger trips. In 2005, the community transportation providers under study provided a combined total of 1,511,258 passenger trips. Transit systems provided 6,291,314 trips with their demand response and deviated fixed route services. Focused special needs transportation, through deviated fixed route and demand response services, comprised 3.62 percent of transit systems overall services as measured by passenger trips. Alternately, these same modes of service comprised 78.8 percent of community transportation providers' services. Community transportation providers fill an important role in serving special needs customers who are unable to take advantage of transit systems because of a lack of available services. Table 4 shows the number of passenger trips broken out by the type of service supplied by the community transportation providers and transit systems. It also shows the percentage of total trips that each type of service comprised.

**Table 4. Passenger Trips by Service, 2005**

	Community Transportation Providers		Transit Systems	
	Trips	Percentage	Trips	Percentage
Fixed Route <sup>3</sup>	306,951	20.31%	159,162,843	91.68%
Deviated Fixed Route	759,729	50.27%	1,029,901	0.59%
Demand Response	431,583	28.56%	5,261,413	3.03%
Vanpool	12,995	0.86%	5,174,427	2.98%
Other <sup>4</sup>	0	N/A	2,980,795	1.72%
<b>Total</b>	<b>1,511,258</b>	<b>100%</b>	<b>173,609,379</b>	<b>100%</b>

Source: Washington State Summary of Public Transportation, 2005; Washington State Summary of Community and Brokered Transportation, 2005.

**Table 5. Brokered Trips by Service, 2005**

Service	Trips	Percentage
Demand Response - Community Transportation Providers	1,662,668	51.33%
Fixed Route - Transit	973,063	30.04%
Demand Response - Transit	252,062	7.78%
Gas Voucher	260,932	8.05%
Mileage Reimbursement	26,590	0.82%
Volunteer - Agency	34,593	1.07%
Volunteer - Broker	20,118	0.62%
Airline	556	0.02%
Commercial Bus	165	0.01%
Ferry	8,383	0.26%
Other <sup>5</sup>	262	0.01%
<b>Total</b>	<b>3,239,392</b>	<b>100%</b>

Source: Washington State Department of Social and Health Services, Health and Recovery Services Administration, 2005.



ACCT partnerships provide services for a wide range of people: elders, youth, people with disabilities, individuals below poverty and DSHS clients.

In 2005, brokers of Medicaid transportation arranged 3,239,485 non-emergent, medically necessary trips. Community transportation providers supplied over half of these passenger trips, and transit systems provided almost 40 percent of the trips. The majority of transit system supplied trips occurred on fixed routes. Table 5 shows the number of brokered trips broken out by the type of service and the percentage of total trips that each type of service comprised.

<sup>3</sup> For the purposes of this analysis, community transportation providers' fixed route and intercity services are combined.

<sup>4</sup> Transit systems' other services include passenger ferry, commuter rail, and light rail.

<sup>5</sup> For purposes of this presentation, "other" services are foster parent and train.

# Service

## Vehicles

The community transportation providers operated a combined total of 269 active vehicles of which 80 percent are ADA accessible. Some community transportation providers do not own or lease vehicles but contract with other providers for service. This study did not capture the numbers of contracted vehicles. Therefore, the number of vehicles actually providing the community transportation provider trips is under reported.

Community transportation providers are often non-profits. As nonprofit community service organizations, they attract community members who contribute volunteer service through sharing their time and use of their personal vehicles for providing trips to special needs individuals. In 2005, 559 volunteers contributed 73,792 hours of their time and added an additional 523 personal vehicles to provide trips for community members who are transportation disadvantaged. The passenger trips provided by volunteers are included in all counts presented in this report.

The eight brokers contracted with 158 unduplicated transportation providers to meet the transportation needs of eligible Medicaid clients.

## Revenue Vehicle Hours

Revenue vehicle hours are the measurements in hours that providers operate each vehicle in fixed route services (not including the time to or from the assigned route) or make demand response services available. This measurement also includes the hours of volunteer vehicles.

Community transportation providers clocked in over 423,662 hours of service by revenue vehicles. (Due to unavailability of data, this number excludes the revenue vehicle hours associated with 81,295 fixed route passenger trips.) Demand response and deviated fixed route services comprised over 72 percent of these hours. Alternately, transit systems' combined demand response and deviated fixed route revenue vehicle hours comprised fewer than 25 percent of their total revenue service hours. Table 6 shows the total numbers of revenue vehicle hours broken out by type of service as supplied by the community transportation providers as well as the transit systems. It also shows the percentage of the total number of revenue vehicle hours each service type comprised.

## Revenue Vehicle Miles

Revenue vehicle miles are the measurements in miles that providers operate each vehicle (not including the distance to or from assigned fixed routes). This measurement includes the miles of volunteer vehicles.

Community transportation providers drove over 7,850,262 revenue vehicle miles. (Due to unavailability of data, this number does not include the revenue vehicle miles associated with 81,295 fixed route passenger trips.) Demand response and deviated fixed route services comprised over 70 percent of these miles. Transit systems' demand response and deviated fixed routes made up less than 22 percent of their total revenue vehicle miles. Table 7 shows the total numbers of revenue vehicle miles broken out by type of service. It also shows the percentage of the total number of revenue vehicle miles each service type comprised.

**Table 6. Revenue Vehicle Hours by Service, 2005**

	Community Transportation Providers		Transit Systems	
	Hours	Percentage	Hours	Percentage
Fixed Route <sup>6</sup>	116,140	27.42%	5,896,431	74.65%
Deviated Fixed Route	82,992	19.59%	126,555	1.60%
Demand Response	222,336	52.48%	1,834,347	23.22%
Vanpool	2,154	0.51%	Data unavailable	Unknown
Other <sup>7</sup>	0	N/A	40,936	0.52%
<b>Total</b>	<b>423,622</b>	<b>100%</b>	<b>7,898,269</b>	<b>100%</b>

Source: Washington State Summary of Community and Brokered Transportation, 2005; Washington State Summary of Public Transportation, 2005.

**Table 7. Revenue Vehicle Miles by Service, 2005**

	Community Transportation Providers		Transit Systems <sup>8</sup>	
	Miles	Percentage	Miles	Percentage
Fixed Route <sup>9</sup>	2,243,335	28.58%	83,695,305	60.34%
Deviated Fixed Route	1,271,281	16.19%	2,679,101	1.93%
Demand Response	4,275,769	54.47%	27,179,876	19.60%
Vanpool	59,877	0.76%	25,145,813	18.13%
<b>Total</b>	<b>7,850,262</b>	<b>100%</b>	<b>138,700,095</b>	<b>100%</b>

Source: Washington State Summary of Community and Brokered Transportation, 2005; Washington State Summary of Public Transportation, 2005.

<sup>6</sup> For the purposes of this analysis, community transportation providers' fixed route and intercity services are combined. Due to unavailability of data, these fixed route service totals do not include the revenue vehicle hours associated with 81,295 passenger trips.

<sup>7</sup> Transit systems' "other" service includes passenger ferry, commuter rail, and light rail. Transit systems do not collect revenue vehicle hours from their vanpools.

<sup>8</sup> Transit systems' passenger ferry, commuter rail, and light rail operations are not included.

<sup>9</sup> For the purposes of this analysis, community transportation providers' fixed route and intercity services are combined. Due to unavailability of data, these fixed route service totals do not include the revenue vehicle miles associated with 81,295 passenger trips.

# Funding

## Operating Revenue

Community transportation providers' combined total operating revenue in 2005 was \$18,170,529. Contracts were the primary source of these funds, comprising 36 percent of total operating revenues. State funding contributed the next largest share at 25 percent and leveraged an additional 24 percent from federal and local sources. Unlike transit systems, community transportation providers receive no operating revenues from dedicated, local taxes. Figure 1 shows the percentage of each source of community transportation providers' operating revenues. Figure 2 shows the percentage of each source of transit systems' operating revenues. Table 8 compares the shares of community transportation providers' sources of operating revenue with transit systems'.

Transportation for Medicaid clients is shared by the federal government and Washington State.

	<b>Community Transportation Providers</b>	<b>Transit Systems</b>
Fares	11%	10%
Contracts	36%	---
Federal	11%	4%
State	25%	1%
Local	13%	---
Local Taxes	---	75%
Other	4%	10%
Total	100%	100%

Source: Washington State Summary of Community and Brokered Transportation, 2005; Washington State Summary of Public Transportation, 2005.

## Capital Funds

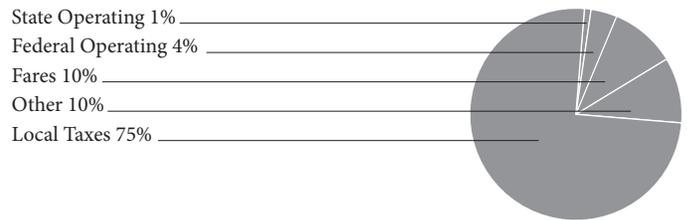
Washington State invested \$406,337.69 in capital for community transportation providers in 2005. This leveraged an additional \$1,042,641.02 from federal and local sources. Figure 3 shows the percentage of each source of community transportation providers' capital funds.

**Figure 1. Community Transportation Providers' Sources of Operating Revenues, 2005**



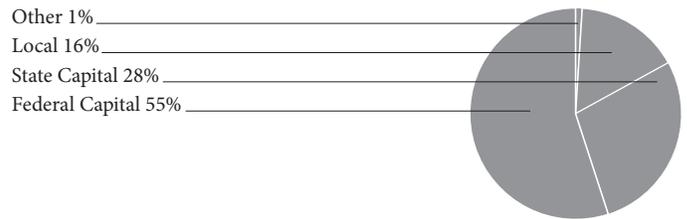
Source: Washington State Summary of Community and Brokered Transportation, 2005.

**Figure 2. Transit Systems' Sources of Operating Revenues, 2005**



Source: Washington State Summary of Public Transportation, 2005

**Figure 3. Community Transportation Providers' Sources of Capital Funds, 2005**



Source: Washington State Summary of Community and Brokered Transportation, 2005.

# Performance Measurements

Performance measures in this analysis are based on statewide averages. The data shows predictable trends based on service areas which focus primarily on urban, small city, or rural communities. Urban systems are typically able to provide more trips per hour because of greater population densities. Rural systems typically have proportionately larger revenue vehicle hours and miles of service due to the greater distances they are required to cover to serve a more dispersed population. Likewise, they may have proportionately larger expenses per trip such as vehicle maintenance. Historically, WSDOT analysis of transit systems has grouped data into categories according to the size of communities served in order to better evaluate comparable systems. However, the overwhelming majority of the community transportation providers serve rural areas. Therefore, this analysis relies on a single statewide average.

A complete analysis of these performance measures for each of the community transportation providers and brokers of Medicaid transportation is available in the *Washington State Summary of Community and Brokered Transportation – 2005*.

## Service Effectiveness

Common measures of transportation provider service effectiveness are passenger trips per revenue vehicle hour and passenger trips per revenue vehicle mile. These indicators show the degree to which the service is utilized compared to the amount of service provided.

- **Passenger trips per revenue vehicle hour** reflects the number of passengers a community transportation provider transports in an hour of service.
- **Passenger trips per revenue vehicle mile** reflects the average number of passengers that a community transportation provider transports each mile of service.

Community transportation providers serving rural areas will typically have lower values on these performance measures due to less population density, less frequent vehicle operation, and smaller sized vehicles. Table 9 shows these performance measures for community transportation providers broken out by type of service as well as a statewide average.

## Cost Efficiency

Common measures of transportation provider cost efficiency are operating costs per revenue vehicle hour, operating costs per revenue vehicle mile, and operating costs per passenger trip (operating costs include administrative costs in this analysis). These indicators measure the economy of a community transportation provider in supplying service.

- **Operating costs per revenue vehicle hour** reflects the overall operating and administrative costs per number of hours a community transportation provider supplies revenue service.
- **Operating costs per revenue vehicle mile** reflects the overall operating and administrative costs per number of miles a community transportation provider supplies revenue service.
- **Operating costs per passenger trip** reflects annual operating and administrative costs as a function of the number of passenger trips a community transportation provider transports.

**Table 9. Community Transportation Providers' Performance Measures by Service, 2005**

	Passenger Trips / Revenue Vehicle Hour	Passenger Trips / Revenue Vehicle Mile
Fixed Route <sup>10</sup>	1.58	0.13
Intercity	2.94	0.08
Deviated Fixed Route	9.15	0.60
Demand Response	1.94	0.10
Vanpool	6.03	0.22
<b>Statewide Average</b>	<b>3.38</b>	<b>0.18</b>

Source: *Washington State Summary of Community and Brokered Transportation, 2005*.

**Table 10. Community Transportation Providers' Performance Measures by Cost, 2005 <sup>11</sup>**

Operating Cost per Passenger Trip	\$11.60
Operating Cost per Revenue Vehicle Hour	\$41.37
Operating Cost per Revenue Vehicle Mile	\$2.23

Source: *Washington State Summary of Community and Brokered Transportation, 2005*.

Costs are directly related to the size of the community transportation provider and the nature of the area served. A provider's service area range impacts the number of miles and hours that vehicles are in revenue service. These factors affect fuel consumption as does the size of the vehicle. Community transportation providers that rely heavily on volunteer drivers may have lower operating costs.

<sup>10</sup> Due to unavailability of data, fixed route performance measures do not include the revenue vehicle miles and hours associated with 81,295 passenger trips.

<sup>11</sup> Due to unavailability of data, these performance measures do not include the revenue vehicle hours and miles associated with 81,295 fixed route passenger trips.

Table 10 shows these cost efficiency performance measures for community transportation providers. Note that for this analysis, community transportation providers did not supply operating costs broken out by type of service. Therefore, performance measures involving operating costs are only available as statewide averages. The statewide average cost per trip for the community transportation providers in 2005 was \$11.60.

Table 11 shows average cost per trip details by service for brokers of Medicaid transportation. The statewide average cost per trip for the brokers in 2005 was \$17.89.

### Farebox and Contract Recovery

Farebox and contract recovery measure the contributions being made by the riders themselves, through fares, and the programs, outside of WSDOT grants, that purchase trips through contracts.

- **Farebox Recovery** is the percent of the annual operating and administrative expenses recovered by passengers paying fares, either paid in cash or through pre-paid tickets, passes, etc. It also includes donations from those passengers who donate money on the vehicle and reduced fares paid by passengers in a user-subsidy arrangement.
- **Contract Recovery** is the percent of the annual operating and administrative expenses recovered through reimbursement by any organization as a result of a formal contractual agreement with the community transportation provider for trips provided to a specific passenger or group of passengers.

The 2005 statewide average farebox recovery rate for community transportation providers' services was 11.76 percent. As a point of comparison, the statewide average for the transit systems' services (demand response, fixed route, and deviated fixed route) was 14.60 percent.

Community transportation providers' contract recovery rate was 37.20 percent. There is no comparable figure for transit systems.

Fixed Route - Transit	\$2.65
Demand Response - Transit <sup>12</sup>	\$1.16
Demand Response - ambulatory <sup>13</sup> Community Transportation Provider	\$21.90
Demand Response - non-ambulatory <sup>14</sup> Community Transportation Provider	\$35.44
Gas Voucher	\$4.78
Mileage Reimbursement	\$7.99
Volunteer - Agency	\$46.97
Volunteer - Broker	\$38.76
Airline	\$202.10
Commercial Bus	\$33.59
Train	\$28.95
Ferry	\$6.13
Foster Parent	\$2.26
Broker Administrative Costs	\$2.55
<b>Average Cost per Trip</b>	<b>\$17.89</b>

Source: Washington State Department of Social and Health Services, Health and Recovery Services Administration, 2005.



Vanpooling in Seattle (top) and Tacoma (bottom).

<sup>12</sup> Cost-per-trip for demand response trips provided by transit systems only represents transit fares paid by brokers. The fully allocated cost is \$23.30 per trip on average. This number is based on the statewide average cost-per-trip of transit systems' demand response services (Washington State Summary of Public Transportation, 2005).

<sup>13</sup> Ambulatory demand response services do not require vehicles with lifts. Passengers are able to walk and do not rely on a wheelchair, scooter, gurney, etc. which would necessitate a vehicle with a lift or other accommodations.

<sup>14</sup> Non-ambulatory demand response services require vehicles with lifts and/or other accommodations in order for passengers to board who cannot walk and rely on wheelchairs, scooters, gurneys, etc.

## Next Steps

Coordination stretches resources through savings and sharing among transportation providers. Ultimately, this allows more rides for a greater number of people with special needs.

Washington State saved approximately \$26,830,238 in 2005 through brokers' coordination with transit systems. Had the brokers not arranged any trips with transit systems, the state's costs in providing transportation to Medicaid clients would have nearly doubled. [This calculation excludes administrative costs. Fixed route and ADA Paratransit (demand response – transit) passenger trips were combined, equaling 1,225,125 total trips on public buses. Dollar amount calculated using the HSRA average demand response (ambulatory) cost of \$21.90 per trip.] This analysis clearly demonstrates the value of coordinating transportation services.

However until now, Washington State has not measured the effects of transportation coordination in a standardized way. ACCT recommends establishing a baseline with the results of this inaugural analysis of the community transportation providers and brokers' 2005 data. Future annual analyses should use this baseline to evaluate how coordination efforts influence performance over time. These analyses should be used to advance knowledge of best practices in order to increase access and improve the efficiency and effectiveness of providing transportation to the state's special needs transportation customers.



# CHAPTER THREE

## FEEDBACK FROM ACCT STAKEHOLDERS

ACCT hired Cocker Fennessy, Inc., a Seattle-based public affairs firm, to perform stakeholder research to identify opportunities and challenges related to both ACCT—including possible termination of its existence in 2007—and issues faced by special needs transportation. This process included interviewing stakeholders who are familiar with ACCT and represent a variety of perspectives.

## Methodology

Cocker Fennessy conducted 25 phone interviews with stakeholders identified jointly by Cocker Fennessy and ACCT staff. Interviewees represented a variety of viewpoints:

- Legislators and local elected officials
- Transit agencies, associations, and brokers
- Human service agencies and providers
- Low-income service providers
- Disabled community representatives
- Senior citizen community representatives
- Education agencies and associations
- Users of special needs transportation

Stakeholder interviews included questions such as the following:

- Have you heard of ACCT?
- What is your understanding of ACCT?
- What is your interest in special needs transportation? What are some of the priority issues for special needs transportation?
- What should ACCT do to support special needs transportation?
- In your estimation if ACCT was successful, what would that look like?
- If ACCT has not been successful with its charge, do you know why?
- Is there a need for ACCT to continue in the future? If so, what issues should ACCT move forward? If not, why should ACCT terminate?
- How should the structure of ACCT change to increase the chance of success at improving transportation for persons with special needs?
- Since ACCT members are from different organizations and have a variety of accountabilities, what should ACCT's relationship be to member organizations?

## Themes

The interviews served to gather a variety of ideas and perspectives from individuals familiar with special needs transportation and ACCT. The findings section of the complete report (available on the ACCT website [www.wsdot.wa.gov/acct](http://www.wsdot.wa.gov/acct)) includes the broad ranges of stakeholder responses. Nearly all of the interview participants expressed the following themes.

1. **The mission of ACCT is well understood and viewed as necessary.** ACCT is needed to coordinate and improve transportation services for special needs communities.
2. **ACCT should be continued.** There is support for enacting a strong legislative mandate as well as full commitment from key players—Governor, Legislature, and major agencies. Participants said that without that mandate, commitment, and participation, ACCT's ability to make improvements to special needs transportation is greatly compromised.
3. **ACCT is currently under-funded and under-staffed.** Stakeholders expressed a desire for providing sufficient, sustained and reliable funding for ACCT's internal operations, its grant-making abilities, and for special needs transportation services.
4. **Stakeholders said that ACCT needs to develop performance measures and indicators for the work it coordinates.** These measures would help inform and drive policy decisions and demonstrate the benefits of coordination.
5. **Streamlining and improving the bureaucracy of the overall special needs transportation system is necessary.** Stakeholders stated that the many different requirements, regulations, funding mechanisms, etc. create artificial barriers that actually prevent many resources from being fully used. An example used by many stakeholders was the inability to utilize school buses for other types of trips.



People of SW Washington plan for better transportation.

# CHAPTER FOUR

## TRAVEL OPTIONS

WSDOT is developing *Travel Options* (formerly Trip Planner), an Internet search tool for finding schedule, route, and connection information on public transportation providers—rail, intercity bus, transit, and demand responsive passenger services including taxis and shuttles. A geographic information system (GIS) based search tool drives the *Travel Options*' system. *Travel Options* gathers and provides information on Washington State's public transportation services and will provide Oregon's information as it becomes available. For the latest information on the *Travel Options* project see the ACCT website.

*Travel Options* grew out of the fundamental value of meeting customers' needs for comprehensive and easy to understand travel information. ACCT has been active in lending its support, as *Travel Options* is a way to remove information as a barrier to special needs transportation. It has streamlined convenient access to information about the broad selection of transportation available to the public.

## Accomplishments

In 2004-2006 *Travel Options* took significant steps towards making multimodal passenger transportation information available when and where travelers need it.

- WSDOT took the lead in developing a multi state protocol for sharing travel information among states.
- WSDOT worked with Google to support sharing data with other travel information systems, thus increasing the opportunity for people to find information and access services they need.
- WSDOT purchased servers and software to test and manage the system.
- WSDOT created a robust GIS environment capable of analyzing and reporting individualized travel information to nearly 70,000 customers a day.
- WSDOT completed a data model that describes the information to collect, manage and report.

*Travel Options* is also collaborating with Google to display Washington State travel itineraries through their local mapping and service information website ([www.google.com/transit](http://www.google.com/transit)). *Travel Options* shares its statewide information with Google, and Google provides added visibility and greater access to the state's transportation service information. Washington State is the first to demonstrate a public-private partnership for providing public transportation information. This partnership adds value to existing investments in state and local service information.



Travel Options is a way to make travel information more accessible.

## Funding

The development and ongoing maintenance costs for the *Travel Options* system are significant.<sup>15</sup> However, other WSDOT projects and programs benefit from the hardware and software investments. For example, the system database supports WSDOT in meeting new federal public transportation reporting requirements as well as existing legislative reporting requirements. This coordination within WSDOT brings in additional state funds and reduces ACCT's ongoing costs to implement *Travel Options*.

<sup>15</sup> Cost to date this biennium is \$247,747. The total cost for implementation of the initial site will be approximately \$1 million dollars. The cost of maintaining the system when it is built will be approximately \$200k per year for updating software and maps.

## **CHAPTER FIVE**

### **LOCAL COORDINATION PROJECTS**

Local communities benefit the most from coordinated transportation. Through many local demonstration projects ACCT was able to test the true impacts of coordination on the providers and riders. ACCT worked with demonstration projects that sought to coordinate with the existing transportation infrastructure of the Department of Social and Health Services (DSHS), transit systems, school systems, and human service programs. In many cases, the resources invested by the local partners to coordinate went far beyond the value of the financial support provided by ACCT.

# CTAA Technical Assistance

ACCT and the Community Transportation Association of America (CTAA) collaborated on a technical assistance grant program. In its first cooperative agreement, ACCT invested \$150,000 in the grant program and leveraged an additional \$150,000 from CTAA. The technical assistance grant program allowed communities to develop projects, facilitate coordination, and conduct operational assessments. For each approved project, WSDOT and CTAA determined if CTAA had the capacity to provide the technical assistance required. If CTAA did not have the capacity, it utilized a Request for Proposals (RFP) process to select consultants.

As part of the first agreement, CTAA and ACCT assisted over fourteen communities through eleven grant awards (see Table 12). A more thorough description of some of the more noteworthy projects follow.

Area Served	Project
Asotin County	Wrote Comprehensive Plan. Assisted in the formation of a new locally funded transit system
Walla Walla County	Prepared an assessment of the need to develop a new intercity bus transportation service to replace Greyhound
Spokane County	Assisted implementation of jobs access project
Clark, Skamania, and Klickitat Counties	Provided coordination planning for cross border area with various public transportation systems
Pierce and King Counties	Developed project between school districts, Puget Sound Educational Service District (PSES), Medicaid brokers, and transportation providers
Grant, Adams, and Yakima Counties	Facilitated implementation of coordinated plan
Mason County	Assisted transit transition from contracting service to providing service, and assisted coalition in the transition to a non-profit
Yakima County and Connecting Communities	Assessed the need to develop a new intercity bus transportation service to replace Greyhound
Kittitas County	Informed community about existing system & potential improvements
Cowlitz County	Assisted with strategic planning & improving transit system
Snohomish County	Facilitated implementation of coordinated plan



After Greyhound left, WSDOT and CTAA helped the people of Walla Walla reconnect to the Tri-Cities.

## CTAA Planned for Asotin County's New Transit System

Asotin County planned to present its voters with the option to approve a Public Transportation Benefit Area (PTBA) in order to create a new transit system. The county requested technical assistance from the grant program to write a comprehensive transportation plan in order meet state requirements for the creation of a PTBA.

Technical assistance aided the transportation plan design to make use of existing transportation resources within Asotin County. It also proposed an increase in the scope of transportation to provide further benefits to county residents. The CTAA written plan also calls for Asotin Transit to create a single point of contact to facilitate access of Asotin County residents to the transportation services offered.

In addition to writing the comprehensive plan, CTAA gave the county assistance by creating an informational brochure for the ballot measure. CTAA also helped form a citizens' advisory group for the transit system. The technical assistance paid off, as Asotin County passed the ballot measure in 2005.

## CTAA and WSDOT Replace Intercity Service in Walla Walla

Greyhound discontinued its service to the Walla Walla Valley in 2004. The local Blue Mountain Coordinated Transportation Coalition sought to find an intercity bus service provider to replace this essential service. Two private for-profit businesses expressed interest in expanding their operations to include scheduled service between Walla Walla and Pasco but did not know if such an expansion could be financially feasible on a long-term basis.

CTAA, WSDOT, and members of the Blue Mountain Coordinated Transportation Coalition selected Nelson/Nygaard as consultant to research the market potential and economic viability of service in this area. The consultant conducted a needs assessment and presented service alternatives aimed at meeting the identified service need. The consultant also facilitated meetings to help the community to select a service alternative they felt would best meet their needs. The technical assistance ultimately resulted in the establishment of stop gap service. WSDOT is incorporating these research findings into its statewide intercity network plan in an effort to create and enhance stable and consistent transportation in Walla Walla and other areas previously served by Greyhound. For more information regarding WSDOT's efforts to support intercity transportation, see Appendix B.

## CTAA and ACCT Provide Improvement Plan for Cowlitz County Transit System

Cowlitz County's transit system, Community Urban Bus Service (CUBS), has been impacted in recent years by reduced transit funding, growing costs of providing ADA Paratransit services, and shrinking reserve funds. CUBS sought technical assistance in the form of an operation assessment in order to develop a strategy to improve their system. Grant funds enabled a WSDOT/CTAA selected consultant to conduct a complete service assessment, lead a peer review, and make service recommendations to improve the CUBS system to perform at the highest level of service in the most economical way. The overall operational assessment found CUBS' performance similar to its transit peers and suggested specific improvements that would make the system exceptional.

## New Agreement with CTAA

Due to the success of the first agreement, ACCT entered into an additional agreement with CTAA. ACCT has maintained its investment level of \$150,000 but leveraged \$200,000 from CTAA and \$50,000 from local communities through matching requirements.

## Coordination with Medicaid Brokers

Three of the major coordination demonstration projects supported by ACCT looked at different ways to more effectively utilize Medicaid brokers. In many cases the brokerages can provide a pre-existing and ready to use infrastructure, including a call center and an understanding of who the transportation providers are in the area. By their very design, they are able to identify the lowest cost and most appropriate transportation provider.

Each of the brokers and all of the local partners deserve credit for taking on these projects. In each of the following examples, countless hours were invested by the various agencies trying to figure out the best way to implement the coordination projects.



Pierce County SHUTTLE.

## Common Ground

The Common Ground demonstration project sought to investigate potential efficiencies of combining scheduling of transit ADA and Medicaid-eligible brokered passenger trips. Within the model, passengers were scheduled together on the same vehicle within common service areas.

The project consisted of modeling the coordination of trips between Pierce Transit SHUTTLE, a transit ADA provider, and Paratransit Services, Inc., a broker of Medicaid transportation in the Tacoma area. The project focused on passenger trips to a specific adult day health center, group "on paper" the trips common to both providers, and then analyze the cost benefits of this coordination. If the results were favorable, the trips would be grouped, and cost savings realized.

## Project Accomplishments

A significant accomplishment for this project was the agreement on a cost allocation model – a mechanism to share the costs and savings of grouping trips. Additionally, the partners identified avenues to share trip information

while upholding privacy requirements. These two agreements took several years of work, with a beneficial side effect of establishing a positive working relationship between Pierce Transit and Paratransit Services, Inc.

The project found that Pierce Transit SHUTTLE trips can be routed efficiently in coordination with Paratransit Services, Inc. trips. It also found that Pierce Transit SHUTTLE non-ambulatory (wheelchair) trips are more cost effective, and Paratransit Services, Inc. ambulatory trips are more cost effective. However, this is a preliminary finding. The demonstration project only blended trips from Pierce Transit SHUTTLE with Paratransit Services, Inc. trips. The project did not blend Paratransit Services, Inc. trips with Pierce Transit SHUTTLE. In order to get a true measure of the cost effectiveness of shared trips, the analysis would need to be conducted by both partner agencies.

## Lessons Learned

The Common Ground project encountered many challenges resulting in the following lessons learned:

- **Automate cost allocation:** While the project partners successfully agreed upon a fair and equitable cost allocation formula, actually implementing the formula required intensive labor. To make it easier and more efficient to use, the formula algorithm must be automated.
- **Dedicate adequate staff resources:** This project began without appropriately allocating the necessary staff and resources needed to do the work. Like many coordination activities, the project assumed staff would accomplish necessary tasks on top of existing workloads, when time permitted. However, this project requires time and expertise from a variety of skill areas, including technology, consumer service, policy making, management, and dispatching.
- **Evaluate the system comprehensively:** In order to manage project scope, the initial project design grouped trips common to a specific adult day health center. Retrospectively, this approach did not support the current operating practices of Paratransit Services, Inc. or Pierce Transit SHUTTLE. Both providers already group trips within their own agencies. The project did not evaluate the impact of removing project trips from the overall trip schedules of each agency. Evaluation focused on the project trips. To understand the real cost benefits, scope of work should include comprehensive system analyses of all partners.
- **Share trips among both partners:** The preliminary analysis was conducted by Paratransit Services, Inc., which evaluated the cost efficiencies of shifting customers from Pierce Transit SHUTTLE to Paratransit Services, Inc. The reverse analysis, evaluating the cost efficiencies of shifting Paratransit Services trips

to Pierce Transit SHUTTLE, did not take place. This reverse analysis needs to occur in order to evaluate how the trips would be fairly distributed between the transit agency and private providers.

- **Understand the different levels of service offered by each partner:** Paratransit Services, Inc. and Pierce Transit SHUTTLE have varying service levels. Paratransit Services, Inc.'s Medicaid transportation provides passengers with assistance through the door of the destination. Pierce Transit SHUTTLE transportation provides passengers with assistance to the door of the destination, including assistance up or down one step (exceeding the requirements of the Americans with Disabilities Act). These differing service levels add confusion for passengers when shifting trips between providers.

## Proposed Next Steps

The Common Ground project workgroup developed the following recommendations for the project's executive sponsors from Pierce Transit, Medicaid, and Pierce County. Based on the lessons learned, the workgroup recommends:

- **Table the project and monitor related efforts and opportunities:** The workgroup recommends tabling the Common Ground project until conditions are more favorable. Two key elements are necessary for the project to be revived with success: 1) automation of the cost allocation formula and 2) significant funding and staff resources. Several activities on this front bear monitoring for further lessons and opportunities. Yakima County has a current coordination project which involves an automated cost allocation formula, and software vendors may respond to the demand for a more flexible billing system. Additionally, the federal government has shown heightened interest in projects that coordinate transportation, especially among Medicaid transportation services and transit agencies. Therefore, federal funding opportunities may arise in the future for this project.
- **Revise the scope of work:** If funding opportunities avail themselves and the automation of cost allocation formula is realized, the project workgroup recommends revising the scope of work to include a comprehensive impact analysis of sharing appropriate trips among both systems.
- **Refrain from implementation until after comprehensive impact analysis:** While the workgroup believes that cost efficiencies can be achieved by both partnering agencies, there are no guarantees the findings of the impact analysis will be positive. The workgroup only recommends implementing sharing Medicaid transportation and Pierce Transit SHUTTLE customers if the comprehensive impact analysis proves favorable.

# Beyond the Borders

The Beyond the Borders transportation service fills a significant service gap in the rural parts of southeastern Pierce County. The project uses the current Medicaid transportation brokerage – Paratransit Services, Inc. – to coordinate and schedule trips for residents of rural southeastern Pierce County (south of 224th Street and east of Meridian Avenue and including service to the communities of Kapowsin, Eatonville, Ashford, Elbe, Roy, McKenna, Orting, Wilkeson and South Prairie). The service focuses primarily on people with special transportation needs living outside of the Pierce Transit service area trying to access critical services, employment-related services, and youth activities. Other community members are allowed to ride if coordinated with an existing trip.

The project focuses on serving people with special transportation needs to access essential services, employment-related services, and youth activities. Other community members are allowed to ride if their trip coordinates with an existing trip serving the target population.

The project receives federal Job Access Reverse Commute funding as well as match funding from Pierce Transit and a Washington State Paratransit Special Needs grant.

## Why South Pierce County?

In 2002, the Pierce County Coordinated Transportation Coalition (PCCTC) conducted a needs assessment and identified significant transportation needs of people living in south Pierce County. The 43,363 people living in this area of the county have limited to no public transportation options. Pierce Transit does not serve this area because it is outside their taxing jurisdiction and service boundaries. Over half of these residents could qualify as individuals with special transportation needs –unable to transport themselves due to their age, income status, or disability.

Although southeastern Pierce County is a more affordable area in which to live, it is transportation poor. In addition, the area has limited essential services. For example, Eatonville has only one practicing physician and a small grocery store. This requires residents to go outside of their immediate area to access essential services.

## How the Service Works

Pierce County Community Services reviews rider applications annually and determines their eligibility as a person with a special transportation need. They forward the names of eligible riders to Paratransit Services, Inc., the contracted transportation broker who also brokers trips for the Medicaid program. Eligible riders can then contact Paratransit, Services, Inc. directly to request a ride.

The broker distributes the trips to the most appropriate and lowest cost transportation providers and groups the trips whenever possible. Where appropriate, providers connect riders to Pierce Transit fixed-route transfer stations and the L.E.W.I.S Mountain Highway Transit.

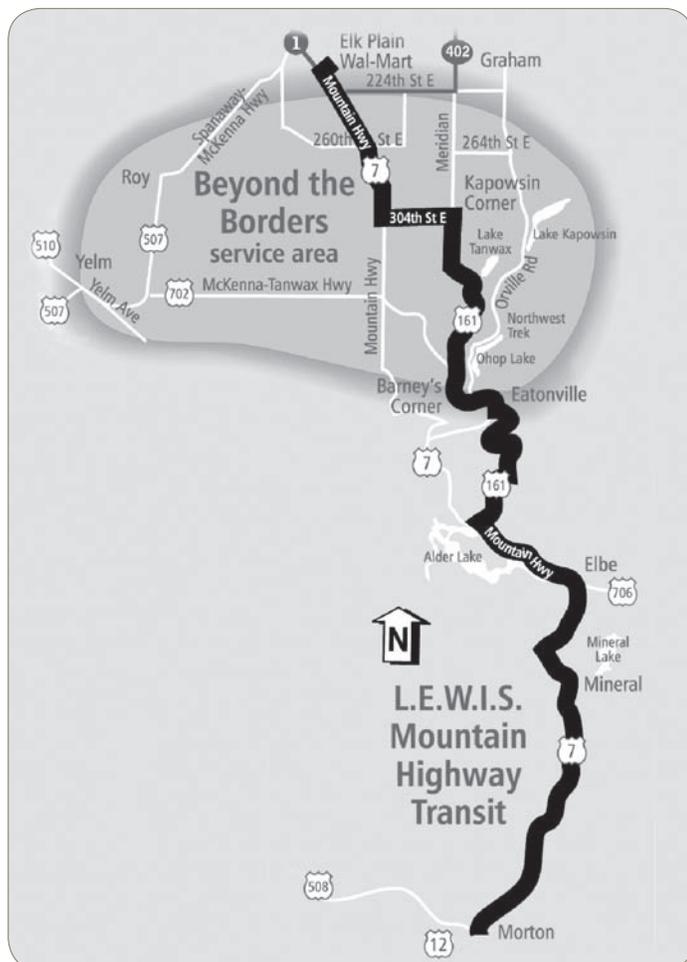
## Who Uses the Service?

A survey of current riders reveals that fifty percent of the passengers are frequent riders. The average income for riders is \$10,100 per year. Seventy-four percent of the riders are ages 18-62, with 1 percent under age 18, and 25 percent of the riders are over age 62. Fifty-seven percent of the riders report a disability.

## How Many People Use the Service?

Between January 2005 and December 2005, the service has provided trips to about 140 people, with approximately 5,649 passenger boardings (excluding personal attendants). Boardings have increased about an average of 21 percent per quarter in 2005. The boardings peaked during the first quarter of 2006 and dropped an average of 13 percent the second and third quarters. See figure 5 for the number of passenger trips provided quarterly from 2004 through 2006.

Figure 4. Beyond the Borders Service Area Map



The recent decline in boardings can be attributed to a number of factors, including the tightening of trip eligibility requirements and providers' reluctance to serve the area. Due to the rural location, the number of miles put on a vehicle without passengers is daunting to many providers.

## Project Challenges

While a growing and popular service, Beyond the Borders has encountered several challenges. Since the population is less dense in the rural county, this is an expensive area to serve. Cost per trip is relatively high at an average of \$43 per trip in 2005, though the cost per mile averages less than Pierce Transit's ADA service's average (\$3 per mile compared to \$5 per mile, respectively). Figure 6 tracks the average costs per trip and per mile on a quarterly basis from 2004 through 2006. The cost effectiveness of this service will be evaluated in 2007, with recommendations on how to increase the grouping of trips and lower the cost of the trips. Corporate sponsorship and fares will also be considered as a means to sustain the service.

Another challenge has been finding transportation providers that are willing to supply the trips. Given the current arrangement, providers lose money or lose potential fares when they supply these trips. One approach to address this challenge has been to pay for a dedicated vehicle to serve the area.

## Transportation Saves Jobs

The Beyond the Borders' service has been particularly helpful to residents with disabilities to gain or maintain employment.

For fifteen years, an employed resident of Roy rode the bus from the Roy YMCA to work in Tacoma. When he was younger, he drove himself to the Park-and-Ride lot but had to stop driving after developing a visual impairment. His parents drove him to the bus stop for eighteen months but could no longer drive due to their own health problems. This Beyond the Borders rider had actually submitted his letter of resignation when he learned about the Beyond the Borders transportation service. He started using the services and was able to keep his job. The transportation project has not only helped him to keep his job but his independence and self esteem as well.

Another individual with a visual impairment was hitchhiking to attend school and look for work because he had no other transportation. When Beyond the Borders started, he rode the service to job hunt and found a job at Fort Lewis. He is happy to have obtained a job and credits Beyond the Borders transportation service with helping him get it.

Figure 5. Beyond the Borders - Total Trips

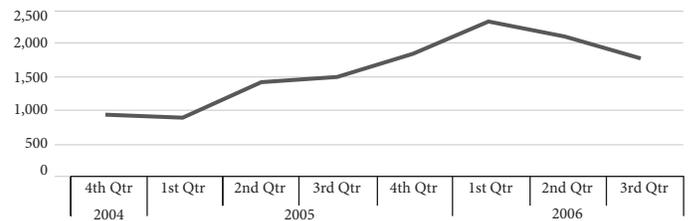
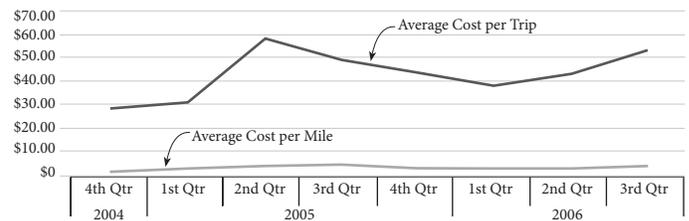


Figure 6. Beyond the Borders - Average Cost per Trip / Mile



Average Cost per Trip: \$43.03  
Average Cost per Mile: \$3.08

## A Personal Tribute to Beyond the Borders

*"I live in Eatonville, Washington where there is no bus transportation with Pierce Transit. I am not able to drive or ride the bus due to my disability ... and am depending upon this program to transport me.*

*"The... program has greatly helped me to find employment going mainly to the WorkSource office in Tacoma. I have also gone to staffing agencies to register for employment and will be attending a class for a month to enhance my computer skills. When I do obtain employment, I will be depending upon this program to transport me."*



Kickoff celebration for "Beyond the Borders" service.

# Homeless Student Transportation Project

The federal No Child Left Behind Act (McKinney-Vento legislation) mandates that school districts provide student transportation to and from the school of origin for students identified as homeless. The school district is responsible to get the student to school and back, regardless of where the student resides at any time during the school year. Lawmakers passed the legislation under the premise that students will be more academically successful and have more stability in their lives if they stay in their school of origin, even if their home life is unstable.

Providing transportation to homeless students has proven to be very difficult and expensive. Traditional school buses are used to running the same routes, picking up students at the same stops every day. Homeless students may be at a different location every day and may even be in a different county. A large part of the transportation cost is administering the program and arranging the trips.

The brokers' experience and structure made them an intriguing option for a coordination project. The broker service design of a mix of standing rides, one-times rides, routed service, individual service, shared ride, same day service, geographic coverage, diversity and number of providers, and vendor management all lend well to responding to the needs of the school districts. Some school districts elected to begin contracting with the brokers (Hopelink and Paratransit Service, Inc) on a smaller scale in 2004. Since then many more school districts have opted to contract with the brokers.

## Washington State Leads National Demonstration Project

In 2005, the federal government appropriated one million dollars for WSDOT to competitively distribute among Washington State school districts with the express intent of identifying innovative ways to provide and coordinate McKinney-Vento trips. The application review committee was comprised of volunteers from WSDOT, the Office of the Superintendent of Public Instruction (OSPI), and the Department of Community Trade and Economic Development (CTED). This report focuses on the project that sought to coordinate with Medicaid brokers. A full evaluation of this grant program as conducted the University of Washington will be available on the ACCT website.

The Puget Sound Educational Service District (PSED) received a grant of \$350,000 to conduct a McKinney-Vento Student Transportation Demonstration project during the 2005-2006 school year. PSED sought to determine if

utilizing the existing Medicaid Brokerage transportation infrastructure could increase cost efficiencies, driver and vehicle capacity, and service quality for school districts.

Brokers arrange the transportation with non-profit and for-profit service providers. The participating school districts used the transportation brokers to arrange transportation for out-of-district trips provided to students eligible under the McKinney-Vento Act. School districts were not otherwise able to provide these trips internally or in coordination with the school district in which the student was currently residing. In the demonstration project, six school districts—Auburn, Federal Way, Kent, Sumner, Bethel and Tacoma—collaborated with King and Pierce County Medicaid transportation brokers, Hopelink and Paratransit Services, Inc.

## Lessons Learned

The project intended to utilize the brokerage system to gain economies of scale by coordinating as many McKinney-Vento trips as possible with other appropriate trips traveling in the same direction. However, in practice, this did not work out as planned, due to the small number of participating school districts and school district restrictions on placing youth on the same vehicles as adult passengers. Surveys, interviews, broker data, and a “think tank” meeting gathered results from the project and drew the following conclusions:

- **Long trips are expensive:** The average cost per student for in-district trips provided by school districts was approximately \$145 monthly. The average cost per student for out-of-district trips arranged by brokers was \$625 monthly. Out-of-district trips are typically longer trips, with little to no ride sharing. Unless a school district can incorporate McKinney-Vento trips within their regular school bus routes or issue transit system bus passes or travel reimbursements, the cost of providing transportation is expensive.
- **School districts reduced their administrative costs:** Administrative costs per student for school districts participating in the demonstration project were 3.5 times less expensive than non-participating school districts. The brokers' administrative costs per student were 68 percent lower than participating school districts and nearly six times less expensive than non-participating school districts.
- **Transportation providers lost revenue:** If school districts experienced cost savings, private transportation providers suffered. One transportation provider estimated a total revenue loss of \$62,000 for the 2005-06 school year.

- **Increased capacity is both a blessing and a curse:** While additional capacity was a blessing for school districts, transportation brokers worry about the ability to meet demand during the peak hours. If more school districts utilize the brokerage system, the non-profit and for-profit transportation sector would need to increase their capacity to meet the demand. If transportation providers are adequately compensated for trips, the marketplace would most likely respond to the demand.
- **School districts need standardized tracking methods:** Each school district tracks transportation service and administrative costs differently. Common definitions and tracking methods would provide a more accurate evaluation of transportation costs between school districts and between school districts and transportation brokers.
- **FBI background checks critical, yet restricted:** FBI background checks and drug and alcohol testing are standard for school bus drivers. However, the state Medicaid brokers only require drivers to have state background checks and providers to have drug and alcohol policies. In order to assure students are transported by drivers with no criminal history throughout the nation, FBI background checks are necessary. A considerable barrier to achieving the FBI background checks is that state law prohibits transportation brokers from seeing the results of FBI background checks for publicly funded trips. Some of the transportation agencies requested that drivers individually get FBI background checks and then self report. The Department of Social and Health Services (DSHS) Health and Recovery Services Administration (HRSA) is investigating this issue further.
- **The Medicaid model is good, but brokers should contract differently with schools:** The transportation brokerage model implemented by the state proved to be a valuable asset to school districts. However, the infrastructure needed to change in order to adapt to non-Medicaid trips. McKinney-Vento trips were reimbursed at Medicaid rates, with provider caps, based on individual student trips. This resulted in losses to transportation providers and missed opportunities to group student trips. Few districts were willing to group student trips with non-student trips due to security concerns. Brokers have the ability to incorporate systems that can change rates, rules, and policies based on different funding sources.

## 2006-2007 School Year

Based on the successes and lessons learned during the 2005-2006 school year, many of the school districts and brokers decided to continue their agreements independent of grant support.

For the 2006-2007 school year, eight school districts are contracting with Hopelink. These contracts not only cover arranging services for McKinney-Vento eligible students but include providing services for Special Education students as well. Each year, since 2004, Hopelink has seen an increase the trip numbers. The most significant increase occurred after the first of the year.

Paratransit Services, Inc. currently contracts with Edmonds, Sumner, Puyallup, and Tacoma school districts. The Snohomish School District has recently asked to contract with them to provide transportation for their homeless students.

The new contracts reflect changes based on lessons learned including establishing a 30 minute delivery window, having the schools identify a common, safe area to drop students off and pick them up, and allowing the transportation providers to establish separate rates for the McKinney-Vento trips. These changes have allowed the brokers to maintain a good provider base to continue providing transportation for the McKinney-Vento students.



# CHAPTER SIX

## **NEW FEDERAL COORDINATION REQUIREMENTS**

In August 2005, the President signed the federal Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). This legislation requires the establishment of locally-developed, coordinated public transportation plans for all human services transportation programs. The plans have a strong stakeholder outreach requirement to special needs riders and advocates. The plans look at potential riders' common origins and destinations, existing transportation services, and unmet need. Most notably, the regional plans must prioritize strategies for meeting the need.

## Meeting New Requirements

In response to SAFETEA-LU, WSDOT's public transportation grant program now requires applicants to participate in planning processes with their local Regional Transportation Planning Organization (RTPO) or Metropolitan Planning Organization (MPO). Stakeholder groups that include the RTPOs/MPOs, public transportation providers, human services agencies, health providers, large employers, and consumers collaboratively develop and implement the plans. WSDOT will count the regional prioritization for a third of the value when ranking the projects at the state level.

In 2006, ACCT staff led a nationally recognized effort to implement this new federal requirement. Staff provided technical support to planning organizations, transportation providers, and stakeholder groups to facilitate the necessary collaboration and coordination to successfully complete the plans.

Because of ACCT's coordination efforts over the past nine years, Washington State got a jump on meeting the new SAFETEA-LU planning requirements. Many areas in the state already had a coordinated transportation coalition in their community with most of the required stakeholders. The Federal Transit Administration (FTA)



*Options discussed in Wenatchee.*

and the American Association of State Highway and Transportation Officials (AASHTO) have pointed to Washington's efforts as an example for other states and stakeholder groups to follow. In the spring of 2006, the Community Transportation Association of America (CTAA) invited ACCT to their annual conference to present the Washington State planning process.

WSDOT requires submission of drafts of the coordinated human service transportation plans by February of 2007 in order for transportation providers to apply for grants from WSDOT's Public Transportation Grant Program for the 2007-09 biennium. Regional Transportation Planning Organizations (RTPOs) and Metropolitan Planning Organizations (MPOs) will adopt these plans by July 2007.

# **APPENDIX A**

## **ACCT ENABLING LEGISLATION**

## **Chapter 47.06B RCW Coordinating Special Needs Transportation**

### **RCW Sections**

- 47.06B.010 Finding -- Intent
- 47.06B.012 Definitions
- 47.06B.015 Program for Agency Coordinated Transportation
- 47.06B.020 Agency Council on Coordinated Transportation -- Creation, Membership, Staff
- 47.06B.030 Council -- Duties (as amended by 1999 c 372)
- 47.06B.030 Council -- Duties (as amended by 1999 c 385)
- 47.06B.040 Local planning forums
- 47.06B.900 Council--Termination
- 47.06B.901 Repealer

#### **47.06B.010 Finding – Intent** (Effective until June 30, 2008)

The legislature finds that transportation systems for persons with special needs are not operated as efficiently as possible. In some cases, programs established by the legislature to assist persons with special needs can not be accessed due to these inefficiencies and coordination barriers.

It is the intent of the legislature that public transportation agencies, pupil transportation programs, private nonprofit transportation providers, and other public agencies sponsoring programs that require transportation services coordinate those transportation services. Through coordination of transportation services, programs will achieve increased efficiencies and will be able to provide more rides to a greater number of persons with special needs.

[1999 c 385 § 1; 1998 c 173 § 1.]

#### **47.06B.012 Definitions** (Effective until June 30, 2008)

The definitions in this section apply throughout this chapter.

- (1) “Persons with special transportation needs” means those persons, including their personal attendants, who because of physical or mental disability, income status, or age are unable to transport themselves or purchase transportation.
- (2) “Special needs coordinated transportation” is transportation for persons with special transportation needs that is developed through a collaborative community process involving transportation providers; human service programs and agencies;

consumers; social, educational, and health service providers; employer and business representatives; employees and employee representatives; and other affected parties.

[1999 c 385 § 2.]

#### **47.06B.015 Program for Agency Coordinated Transportation** (Effective until June 30, 2008)

In order to increase efficiency, to reduce waste and duplication, to enable people to access social and health services, to provide a basic level of mobility, and to extend and improve transportation services to people with special transportation needs, the state shall implement the Program for Agency Coordinated Transportation. The program will improve transportation efficiency and effectiveness to maximize the use of community resources so that more people can be served within available funding levels.

The Program for Agency Coordinated Transportation will facilitate a statewide approach to coordination and will support the development of community-based coordinated transportation systems that exhibit the following characteristics:

- (1) Organizations serving persons with special transportation needs share responsibility for ensuring that customers can access services.
- (2) There is a single entry process for customers to use to have trips arranged and scheduled, so the customer does not have to contact different locations based on which sponsoring agency or program is paying for the trip.
- (3) A process is in place so that when decisions are made by service organizations on facility siting or program policy implementation, the costs of client transportation and the potential effects on the client transportation costs of other agencies or programs are considered. Affected agencies are given an opportunity to influence the decision if the potential impact is negative.
- (4) Open local market mechanisms give all providers who meet minimum standards an opportunity to participate in the program, and, in addition, allow for cost comparisons so that purchasers can select the least expensive trip most appropriate to the customer’s needs.
- (5) There is flexibility in using the available vehicles in a community so that the ability to transport people is not restricted by categorical claims to vehicles.

(6) There is maximum sharing of operating facilities and administrative services, to avoid duplication of costly program elements.

(7) Trip sponsors and service providers have agreed on a process for allocating costs and billing when they share use of vehicles.

(8) Minimum standards exist for at least safety, driver training, maintenance, vehicles, and technology to eliminate barriers that may prevent sponsors from using each other's vehicles or serving each other's clients.

(9) The system is user friendly. The fact that the system is supported by a multitude of programs and agencies with different eligibility, contracting, service delivery, payment, and funding structures does not negatively affect the customer's ability to access service.

(10) Support is provided for research, technology improvements, and sharing of best practices from other communities, so that the system can be continually improved.

(11) There are performance goals and an evaluation process that leads to continuous system improvement.

[1999 c 385 § 3.]

#### **47.06B.020**

##### **Agency Council on Coordinated Transportation Creation, Membership, Staff**

(Effective until June 30, 2008)

(1) The agency council on coordinated transportation is created. The council is composed of nine voting members and eight nonvoting, legislative members.

(2) The nine voting members are the superintendent of public instruction or a designee, the secretary of transportation or a designee, the secretary of the department of social and health services or a designee, and six members appointed by the governor as follows:

- a. One representative from the office of the governor;
- b. Two persons who are consumers of special needs transportation services;
- c. One representative from the Washington association of pupil transportation;
- d. One representative from the Washington state transit association; and
- e. One of the following:
  - A representative from the community transportation association of the Northwest; or
  - A representative from the community action council association.

(3) The eight nonvoting members are legislators as follows:

a. Four members from the house of representatives, two from each of the two largest caucuses, appointed by the speaker of the house of representatives, two who are members of the house transportation policy and budget committee and two who are members of the house appropriations committee; and

b. Four members from the senate, two from each of the two largest caucuses, appointed by the president of the senate, two members of the transportation committee and two members of the ways and means committee.

(4) Gubernatorial appointees of the council will serve two-year terms. Members may not receive compensation for their service on the council, but will be reimbursed for actual and necessary expenses incurred in performing their duties as members as set forth in RCW 43.03.220.

(5) The secretary of transportation or a designee shall serve as the chair.

(6) The department of transportation shall provide necessary staff support for the council.

(7) The council may receive gifts, grants, or endowments from public or private sources that are made from time to time, in trust or otherwise, for the use and benefit of the purposes of the council and spend gifts, grants, or endowments or income from the public or private sources according to their terms, unless the receipt of the gifts, grants, or endowments violates RCW 42.17.710.

[1998 c 173 § 2.]

#### **47.06B.030**

##### **Council – Duties**

(As amended by 1999 c 372)

(Effective until June 30, 2008)

The council shall:

- (1) Develop standards and strategies for coordinating special needs transportation;
- (2) Identify and develop, fund as resources are made available, and monitor coordinated transportation pilot projects;
- (3) Disseminate and encourage the widespread implementation of successful demonstration projects;
- (4) Identify and address barriers to transportation coordination;
- (5) Recommend to the legislature changes in law to assist coordination of transportation services;

- (6) Act as an information clearinghouse and advocate for coordinated transportation;
- (7) Petition the office of financial management to make whatever changes are deemed necessary to identify transportation costs in all executive agency budgets;
- (8) Report to the legislature by December 1, 1998, on council activities including, but not limited to, what demonstration projects have been undertaken, how coordination affected service levels, and whether these efforts produced savings that allowed expansion of services. Reports must be made once every two years thereafter, and other times as the council deems necessary.

[1999 c 372 § 13; 1998 c 173 § 3.]

**RCW 47.06B**  
**Council – Duties**

(As amended by 1999 c 385)  
 (Effective until June 30, 2008)

To assure implementation of the Program for Agency Coordinated Transportation, the council, in coordination with stakeholders, shall:

- (1) Develop standards and strategies for coordinating special needs transportation;
- (2) Identify and develop, fund as resources are made available, and monitor coordinated transportation pilot projects;
- (3) Disseminate and encourage the widespread implementation of successful demonstration projects;
- (4) Identify and address barriers to transportation coordination;
- (5) Recommend to the legislature changes in law to assist coordination of transportation services;
- (6) Act as an information clearinghouse and advocate for coordinated transportation;
- (7) guidelines for local planning of coordinated transportation in accordance with this chapter;
- (2) Initiate local planning processes by contacting the board of commissioners and county councils in each county and encouraging them to convene local planning forums for the purpose of implementing special needs coordinated transportation programs at the community level;
- (3) Work with local community forums to designate a local lead organization that shall cooperate and coordinate with private and nonprofit transportation brokers and providers, local public transportation agencies, local governments, and user groups;

- (4) Provide a forum at the state level in which state agencies will discuss and resolve coordination issues and program policy issues that may impact transportation coordination and costs;
- (5) Provide guidelines for state agencies to use in creating policies, rules, or procedures to encourage the participation of their constituents in community-based planning and coordination, in accordance with this chapter;
- (6) Facilitate state-level discussion and action on problems and barriers identified by the local forums that can only be resolved at either the state or federal level;
- (7) Develop and test models for determining the impacts of facility siting and program policy decisions on transportation costs;
- (8) Develop methodologies and provide support to local and state agencies in identifying transportation costs;
- (9) Develop guidelines for setting performance measures and evaluating performance;
- (10) Develop monitoring reporting criteria and processes to assess state and local level of participation with this chapter;
- (11) Administer and manage grant funds to develop, test, and facilitate the implementation of coordinated systems;
- (12) Develop minimum standards for safety, driver training, and vehicles, and provide models for processes and technology to support coordinated service delivery systems;
- (13) Provide a clearinghouse for sharing information about transportation coordination best practices and experiences;
- (14) Promote research and development of methods and tools to improve the performance of transportation coordination in the state;
- (15) Provide technical assistance and support to communities;
- (16) Facilitate, monitor, provide funding as available, and give technical support to local planning processes;
- (17) Form, convene, and give staff support to stakeholder work groups as needed to continue work on removing barriers to coordinated transportation;
- (18) Advocate for the coordination of transportation for people with special transportation needs at the federal, state, and local levels;
- (19) Recommend to the legislature changes in laws to assist coordination of transportation services;

(20) Petition the office of financial management to make whatever changes are deemed necessary to identify transportation costs in all executive agency budgets;

(8) (21) Report to the legislature by December 1, (1998) 2000, on council activities including, but not limited to, the progress of community planning processes, what demonstration projects have been undertaken, how coordination affected service levels, and whether these efforts produced savings that allowed expansion of services. Reports must be made once every two years thereafter, and other times as the council deems necessary.

[1999 c 385 § 5; 1998 c 173 § 3.]

\* **Reviser's note:** RCW 47.06B.030 was amended twice during the 1999 legislative session, each without reference to the other. For rule of construction concerning sections amended more than once during the same legislative session, see RCW 1.12.025.

#### **47.06B.040**

##### **Local Planning Forums**

(Effective until June 30, 2008)

The council may request, and may require as a condition of receiving coordination grants, selected county governments to convene local planning forums and invite participation of all entities, including tribal governments, that serve or transport persons with special transportation needs. Counties are encouraged to coordinate and combine their forums and planning processes with other counties, as they find it appropriate. The local community forums must:

- (1) Designate a lead organization to facilitate the community planning process on an ongoing basis;
- (2) Identify functional boundaries for the local coordinated transportation system;
- (3) Clarify roles and responsibilities of the various participants;
- (4) Identify community resources and needs;
- (5) Prepare a plan for developing a coordinated transportation system that meets the intent of this chapter, addresses community needs, and efficiently uses community resources to address unmet needs;
- (6) Implement the community coordinated transportation plan;
- (7) Develop performance measures consistent with council guidelines;

(8) Develop a reporting process consistent with council guidelines;

(9) Raise issues and barriers to the council when resolution is needed at either the state or federal level;

(10) Develop a process for open discussion and input on local policy and facility siting decisions that may have an impact on the special needs transportation costs and service delivery of other programs and agencies in the community.

[1999 c 385 § 6.]

#### **47.06B.900**

##### **Council – Termination**

The agency council on coordinated transportation is terminated on June 30, 2007, as provided in RCW 47.06B.901.

[1999 c 385 § 7; 1998 c 173 § 6.]

#### **47.06B.901**

##### **Repealer**

The following acts or parts of acts, as now existing or hereafter amended, are each repealed, effective June 30, 2008:

- (1) RCW 47.06B.010 and 1999 c 385 § 1 & 1998 c 173 § 1;
- (2) RCW 47.06B.012 and 1999 c 385 § 2;
- (3) RCW 47.06B.015 and 1999 c 385 § 3;
- (4) RCW 47.06B.020 and \*1999 c 385 § 4 & 1998 c 173 § 2;
- (5) RCW 47.06B.030 and 1999 c 385 § 5 & 1998 c 173 § 3; and
- (6) RCW 47.06B.040 and 1999 c 385 § 6.

[1999 c 385 § 8; 1998 c 173 § 7.]

\* **Reviser's note:** 1999 c 385 § 4 was vetoed.



## **APPENDIX B**

### **INTERCITY TRANSPORTATION PLAN**

In 2004, Greyhound pared back their level of service to 21 Washington communities (see list on opposite page), seriously impacting the statewide intercity network and the mobility of Washington residents. In response, WSDOT and ACCT saw the need to revise the state's intercity transportation plan. As a first step, WSDOT contracted with an independent consulting firm to conduct a statewide intercity bus service study.

## Study Produced Two Technical Memoranda with the Following Findings:

### Technical Memorandum #1: Assessment of Need and Existing Services

The document identifies ten significant municipalities that have been bypassed and have no intercity service within a 25 mile radius.

- Colville
- Connell
- Coulee Dam
- Davenport
- Kettle Falls
- Long Beach
- Newport
- North Bend
- Ocean Park
- Oroville

Those intercity services that remain in operation appear to be well targeted and responsive to identified levels of need.

### Technical Memorandum #2: Outreach Results and Potential Network Additions

Demographic analysis revealed the need to develop a Walla Walla to Ellensburg transportation corridor, with multiple market connectors. The Mid-Columbia region also requires new service levels, connecting Klickitat and Yakima to Portland. Additionally, the northeast corner of the state requires new services from Kettle Falls and Colville to Spokane, with intercity hubs along the way.

The revised intercity plan will guide the development of intercity public transportation services, linking cities and towns throughout Washington, including connections between modes (i.e. bus, passenger rail, ferries, and air service) and from rural areas and small towns to the greater regional and national network of intercity services. Specific products of the plan include a prioritized list of projects for state funding, recommendations for policy changes, and strategies for improved connections between services. The revised plan is scheduled to be completed and available early 2007 on the WSDOT website.

### Next Steps: Contracting Directly with Transportation Providers for Intercity Services

In fall 2006, WSDOT created a Request For Proposals (RFP) which seeks to contract for direct transportation services, providing seamless coordinated transportation opportunities along the Walla Walla to Ellensburg corridor. This represents the first project in a new funding approach for WSDOT.

The RFP process will allow WSDOT to secure provision of regional intercity bus services that were not otherwise provided in the open marketplace, but where needs exist. In contrast to past practices, this and future projects shall be a competitive process between individual operators for specific intercity bus services identified by WSDOT in consultation with local stakeholders.

#### Communities That Lost Service in 2004

Blaine

Camas

Castle Rock

Cle Elem

Connell

Fort Lewis

George

Goldendale

Grandview

Lyle (unincorporated)

North Bend

North Bonneville

Prosser

Richland

Skamania (unincorporated)

Ritzville

Snoqualmie Pass (unincorporated)

Toppenish

Walla Walla

Wapato

Washougal

**APPENDIX C**  
**AGENCY COUNCIL ON COORDINATED TRANSPORTATION**  
**2005-2007 BUDGET**

**ACCT 2005-2007 Budget**

Appropriations and Grants	WSDOT Administration	ACCT Council	Projects			Total
			Travel Options	Coalition Support	CTAA Technical Assistance	
ACCT Appropriation	139,000	20,000	---	72,000	150,000	381,000
Rural Mobility Grant	---	---	87,500	---	---	87,500
FTA-JARC	80,000	---	663,000	---	---	743,000
<b>Total WSDOT</b>	<b>219,000</b>	<b>20,000</b>	<b>750,500</b>	<b>72,000</b>	<b>150,000</b>	<b>1,211,500</b>
Other Funds*	---	---	---	---	200,000	200,000
<b>Total Budget</b>	<b>219,000</b>	<b>20,000</b>	<b>750,500</b>	<b>72,000</b>	<b>350,000</b>	<b>1,411,500</b>

**Expenditures to Date thru October 2006**

Appropriations and Grants	WSDOT Administration	ACCT Council	Projects			Total
			Travel Options	Coalition Support	CTAA Technical Assistance	
ACCT Appropriation	62,372	13,510	---	16,691	---	92,573
Rural Mobility Grant	---	---	87,500	---	---	87,500
FTA-JARC	46,845	---	160,247	---	---	207,092
<b>Total WSDOT</b>	<b>109,217</b>	<b>13,510</b>	<b>247,747</b>	<b>16,691</b>	<b>---</b>	<b>387,165</b>
Other Funds*	---	---	---	---	---	---
<b>Exp. to Date thru Oct '06</b>	<b>109,217</b>	<b>13,510</b>	<b>247,747</b>	<b>16,691</b>	<b>---</b>	<b>387,165</b>

**Remaining Biennial Budget**

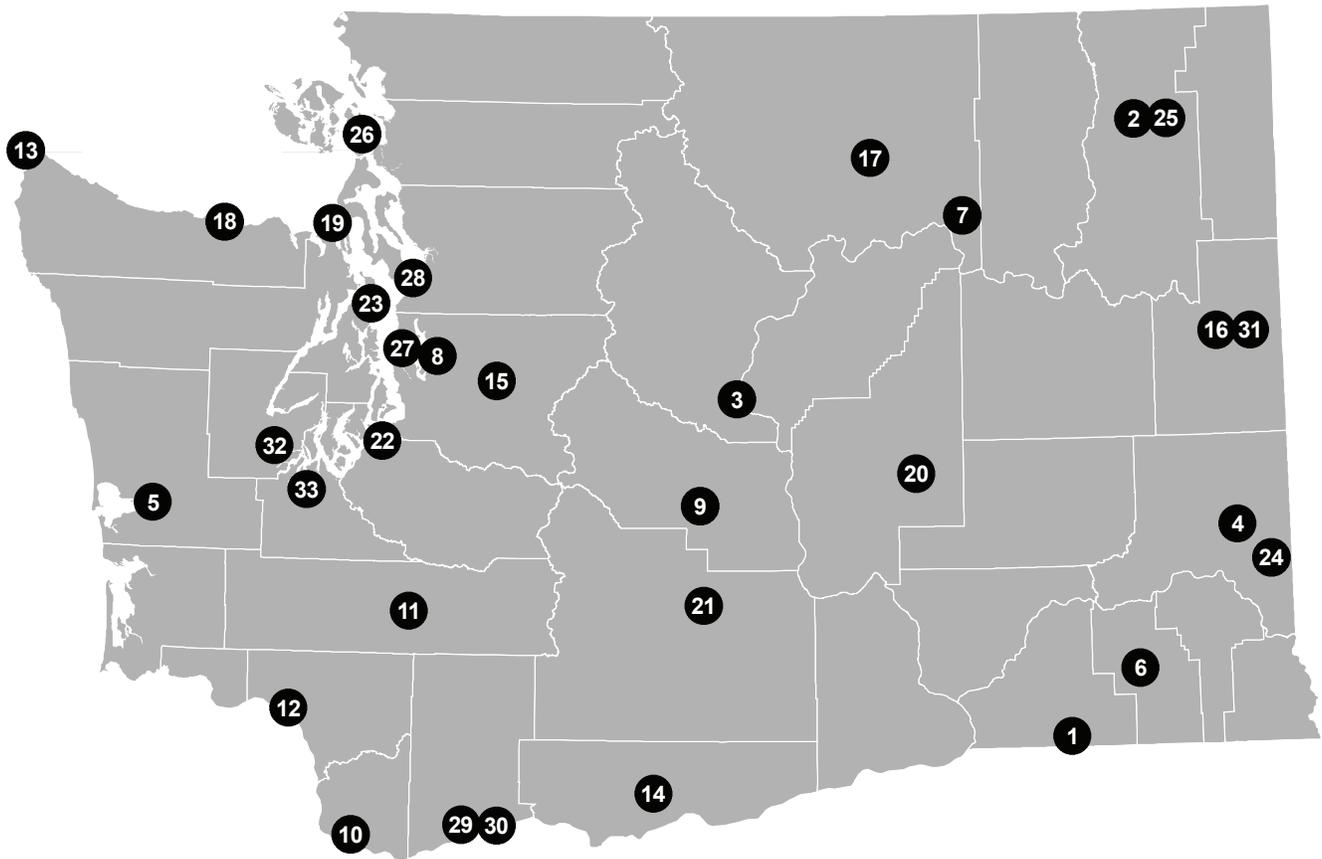
Appropriations and Grants	WSDOT Administration	ACCT Council	Projects			Total
			Travel Options	Coalition Support	CTAA Technical Assistance	
ACCT Appropriation	76,628	6,490	---	55,309	150,000	288,427
Rural Mobility Grant	---	---	---	---	---	---
FTA-JARC	33,155	---	502,753	---	---	535,908
<b>Total WSDOT</b>	<b>109,783</b>	<b>6,490</b>	<b>502,753</b>	<b>55,309</b>	<b>150,000</b>	<b>824,335</b>
Other Funds*	---	---	---	---	200,000	200,000
<b>Remaining Biennial Budget</b>	<b>109,783</b>	<b>6,490</b>	<b>502,753</b>	<b>55,309</b>	<b>350,000</b>	<b>1,024,335</b>
<b>% of Budget Remaining</b>	<b>50%</b>	<b>32%</b>	<b>67%</b>	<b>77%</b>	<b>100%</b>	<b>73%</b>

\* CTAA Grant for Technical Assistance

# **APPENDIX D**

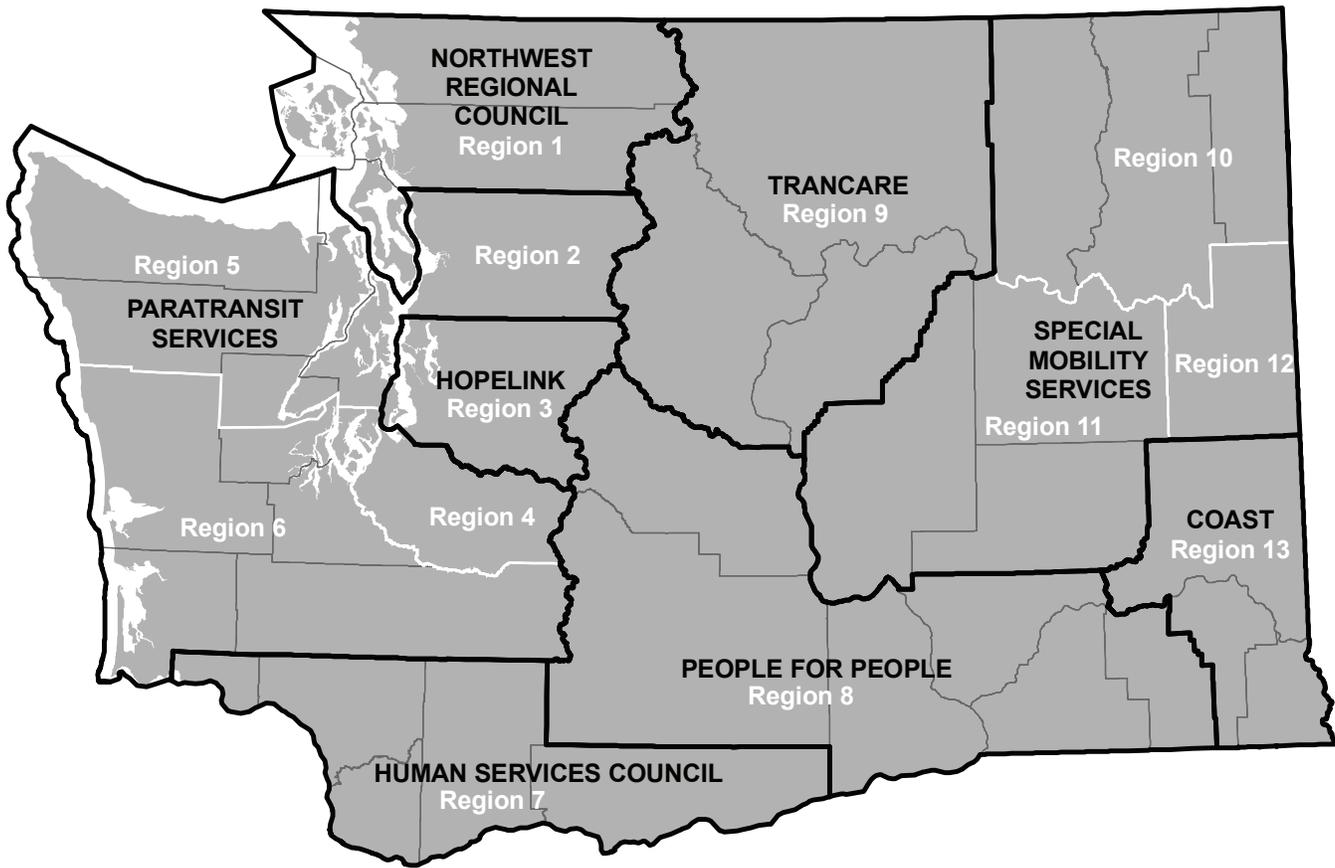
## **MAPS OF SERVICE AREAS**

**Map 1. Community Transportation Providers', 2005**



This map shows the location of each community transportation provider's administrative office. To see each provider's actual service area, please refer to the *Washington State Summary of Community and Brokered Transportation – 2005* (available at the ACCT website [www.wsdot.wa.gov/acct](http://www.wsdot.wa.gov/acct)).

- |   |   |   |
|---|---|---|
| 1 Appointment Keepers Transportation Service        | 11 L.E.W.I.S. Mountain Highway Transit          | 22 Pierce County Community Services       |
| 2 Career Path Services                              | 12 Lower Columbia Community Action Council      | 23 Port Gamble S'Klallam Tribe            |
| 3 Chelan-Douglas Developmental Services             | 13 Makah Public Transit                         | 24 Pullman Senior Citizens Association    |
| 4 COAST   | 14 Mt. Adams Transportation Service             | 25 Rural Resources Community Action       |
| 5 Coastal Community Action Program                  | 15 Mt. Si Community Shuttle                     | 26 Samish Indian Nation                   |
| 6 Columbia County Public Transportation             | 16 Northwestern Trailways                       | 27 Senior Services of Seattle/King County |
| 7 Colville Confederated Tribes Area Agency on Aging | 17 Okanogan County Transportation and Nutrition | 28 Senior Services of Snohomish County    |
| 8 Hopelink  | 18 Olympic Bus Lines                            | 29 Skamania County Public Transit         |
| 9 HopeSource  | 19 Olympic Community Action Programs            | 30 Skamania County Senior Services        |
| 10 Human Services Council                           | 20 People for People - Moses Lake               | 31 Special Mobility Services, Inc.        |
|   | 21 People for People - Yakima                   | 32 Squaxin Island Tribe                   |
|   |   | 33 Thurston Regional Planning Council     |





**APPENDIX E**  
**COMMUNITY TRANSPORTATION PROVIDERS**  
**ANNUAL OPERATING INFORMATION, 2005**

<b>Demand Response Services</b>	
Revenue Vehicle Miles	4,275,769
Revenue Vehicle Hours	222,336
Passenger Trips	431,583

<b>Fixed Route Services<sup>1</sup></b>	
Revenue Vehicle Miles	1,070,763
Revenue Vehicle Hours	85,160
Passenger Trips	216,220

<b>Deviated Fixed Route Services</b>	
Revenue Vehicle Miles	1,271,281
Revenue Vehicle Hours	82,992
Passenger Trips	759,729

<b>Intercity Services</b>	
Revenue Vehicle Miles	1,172,572
Revenue Vehicle Hours	30,980
Passenger Trips	90,731

<b>Vanpool Services</b>	
Revenue Vehicle Miles	59,877
Revenue Vehicle Hours	2,154
Passenger Trips	12,995

<b>Safety</b>	
Fatalities	0
Major Incidents	5
Injuries	9

<b>Volunteer Resources</b>	
Volunteer Drivers	559
Volunteer Hours	73,792

<b>Vehicles</b>	
Personal Vehicles in Service	523
Active Vehicles	269
ADA Vehicles	214

<b>Annual Operating &amp; Administrative Expenses</b>	
Annual Operating & Administrative Expenses	\$17,525,082.41

<b>Annual Capital Costs</b>	
Annual Capital Costs	\$1,436,173.97

<b>Annual Operating Revenues</b>	
Fare Revenues	\$2,061,017.96
Contract Revenues	\$6,519,968.49
Federal Section 5311 Operating Grants	\$398,020.08
Federal Section 5311 (f) Operating Grants	\$477,103.19
FTA JARC Program	\$938,462.32
Other Federal Operating Assistance	\$149,319.02
State Rural Mobility Grants	\$2,304,964.00
State Special Needs Grants	\$2,242,450.05
Other State Operating Grants	\$39,827.50
Local Operating Assistance	2,343,878.97
Other	\$695,518.06
<b>Total</b>	<b>\$18,170,529.64</b>

<b>Sources of Capital Funds</b>	
Federal Section 5309 Capital Grants	\$38,592.81
Federal Section 5310 Capital Grants	\$619,406.97
Federal Section 5311 Capital Grants	\$143,939.42
Federal Section 5311 (f) Capital Grants	\$93.47
FTA JARC Program	\$0.00
Other Federal Capital Assistance	\$150.00
State Rural Mobility Grants	\$235,925.63
State Special Needs Grants	\$163,139.56
Other State Capital Grants	\$7,272.50
Local Capital Funds	\$240,458.35
Other	\$12,326.47
<b>Total</b>	<b>\$1,461,305.18</b>

Source: Washington State Summary of Community and Brokered Transportation, 2005.

<sup>1</sup> Due to unavailability of data, these fixed route service totals do not include the revenue vehicle hours and revenue vehicle miles associated with 81,295 passenger trips.

# **APPENDIX F**

## **BROKERED MEDICAID TRANSPORTATION ANNUAL OPERATING INFORMATION, 2005**

**Brokered Medicaid Transportation - Annual Operating Information, 2005**

<b>Transportation Mode</b>	<b>Passenger Trips</b>	<b>Expenses</b>	<b>Average Cost per Trip</b>	<b>% of Total Passenger Trips</b>
Fixed Route - Transit	973,063	\$2,581,148.49	\$2.65	30.04%
Demand Response (ambulatory <sup>1</sup> ) Community Transportation	1,264,694	\$27,693,125.13	\$21.90	39.04%
Demand Response (non-ambulatory <sup>2</sup> ) Community Transportation Provider	397,974	\$14,104,324.62	\$35.44	12.29%
Demand Response - Transit <sup>3</sup>	252,062	\$293,458.84	\$1.16	7.78%
Gas Voucher	260,932	\$1,247,191.20	\$4.78	8.05%
Mileage Reimbursement	26,590	\$212,508.76	\$7.99	0.82%
Volunteer - Agency	34,593	\$1,624,680.46	\$46.97	1.07%
Volunteer - Broker	20,118	\$779,808.74	\$38.76	0.62%
Airline	556	\$112,370.14	\$202.10	0.02%
Commercial Bus	165	\$5,654.40	\$34.27	0.01%
Train	151	\$4,258.70	\$28.20	< 0.01%
Ferry	8,383	\$51,417.83	\$6.13	0.26%
Foster Parent	111	\$251.09	\$2.26	< 0.01%
Ancillary	---	\$76,356.05	---	---
<b>Service Total</b>	<b>3,239,392</b>	<b>\$48,786,554.45</b>	<b>\$15.06</b>	<b>100%</b>
Administrative Costs	---	\$8,255,307.83	\$2.55	---
<b>Subtotal</b>	<b>---</b>	<b>\$57,041,862.28</b>	<b>\$17.61</b>	<b>---</b>
Out of State	93	\$33,837.89	\$363.85	---
Meals & Lodging - In State	22,253	\$830,358.37	\$37.31	---
Meals & Lodging - Out of State	655	\$23,640.53	\$36.09	---
Vehicle Modification / Lift	8	\$12,995.91	\$1,624.49	---
<b>Grand Total</b>	<b>---</b>	<b>\$57,942,694.98</b>	<b>\$17.89</b>	<b>---</b>

Source: Washington State Department of Social and Health Services, Health and Recovery Services Administration, 2005.

<sup>1</sup> Ambulatory demand response services do not require vehicles with lifts and/or other accommodations. Passengers are able to walk and do not rely on a wheelchair, scooter, gurney, etc. which would necessitate a vehicle with a lift or other accommodations in order for passengers to board.

<sup>2</sup> Non-ambulatory demand response services require vehicles with lifts and/or other accommodations in order for passengers to board who cannot walk and rely on wheelchairs, scooters, gurneys, etc.

<sup>3</sup> Expenses and cost-per-trip calculation only represent transit fares paid by brokers. The fully allocated cost is \$23.30 per trip on average. This number is based on the statewide average cost-per-trip of transit systems' demand response services (*Washington State Summary of Public Transportation, 2005*).

**APPENDIX G**  
**COMMUNITY TRANSPORTATION PROVIDERS**  
**STATEWIDE OPERATING STATISTICS, 2005**

The following tables contain operating statistics for the 33 community transportation providers included in ACCT's performance measures analysis. The tables present the information by mode of service (demand response, fixed route, deviated fixed route, intercity, and vanpool) as well as service totals. Cost-per-mile, cost-per-hour, and cost-per-trip calculations are only offered for service totals.

Demand Response Services, 2005						
	Revenue Vehicle Miles	Revenue Vehicle Hours	Passenger Trips	Passenger Trips / Revenue Mile	Passenger Trips / Revenue Hour	
Appointment Keepers	50,794	2,114	5,363	0.11		2.54
Career Path Services	7,015	137	410	0.06		2.99
Chelan-Douglas Developmental Services	23,084	1,912	17,210	0.75		9.00
COAST	727,822	18,408	55,224	0.08		3.00
Coastal Community Action Program	22,442	600	458	0.02		0.76
Columbia County Public Transportation	92,134	5,299	29,161	0.32		5.50
Colville Confederated Tribes	Data Unavailable	Data Unavailable	Data Unavailable	Data Unavailable	Data Unavailable	Data Unavailable
HopeSource	120,000	8,652	20,076	0.17		2.32
Human Services Council	103,533	3,854	12,146	0.12		3.15
Lower Columbia Community Action Council	129,379	8,816	4,262	0.03		0.48
Mt. Adams Transportation Service	502,005	17,439	25,956	0.05		1.49
Mt. Si Community Shuttle	45,639	2,812	9,556	0.21		3.40
Okanogan County Transportation & Nutrition	63,667	4,993	18,059	0.28		3.62
People For People, Moses Lake	756,311	37,627	53,021	0.07		1.41
People For People, Yakima	268,710	15,184	39,198	0.15		2.58
Pierce County Community Services	75,449	2,264	4,346	0.06		1.92
Port Gamble S'Klallam Tribe	3,422	100	35	0.01		0.35
Pullman Senior Citizens Association	Data Unavailable	Data Unavailable	Data Unavailable	Data Unavailable	Data Unavailable	Data Unavailable
Rural Resources Community Action	245,553	11,553	21,090	0.09		1.83
Samish Indian Nation	Data Unavailable	Data Unavailable	Data Unavailable	Data Unavailable	Data Unavailable	Data Unavailable
Senior Services of Seattle / King County	606,829	57,260	77,724	0.13		1.36
Senior Services of Snohomish County	198,301	11,614	17,572	0.09		1.51
Skamania County Senior Services	209,516	10,244	15,892	0.08		1.55
Special Mobility Services, Inc.	24,164	1,454	4,824	0.20		3.32
<b>Totals / Averages</b>	<b>4,275,769</b>	<b>222,336</b>	<b>431,583</b>	<b>0.10</b>		<b>1.94</b>

Fixed Route Services, 2005						
	Revenue Vehicle Miles	Revenue Vehicle Hours	Passenger Trips	Passenger Trips / Revenue Mile	Passenger Trips / Revenue Hour	
	Data Unavailable	Data Unavailable	Data Unavailable	Data Unavailable	Data Unavailable	Data Unavailable
Human Services Council			81,295			
L.E.W.I.S. Mountain Highway Transit	32,174	931	2,360	0.07		2.53
Lower Columbia Community Action Council	112,371	3,312	9,327	0.08		2.82
Makah Public Transit	34,531	44,650	2,713	0.08		0.06
Olympic Bus Lines	243,146	8,522	9,644	0.04		1.13
People For People, Moses Lake	548,633	22,698	95,968	0.17		4.23
Rural Resources Community Action	51,403	2,128	5,229	0.10		2.46
Special Mobility Services	48,505	2,919	9,684	0.20		3.32
<b>Totals / Averages</b>	<b>1,070,763</b>	<b>85,160</b>	<b>216,220</b>	<b>0.20</b>		<b>2.54</b>

Deviated Fixed Route Services, 2005						
	Revenue Vehicle Miles	Revenue Vehicle Hours	Passenger Trips	Passenger Trips / Revenue Mile	Passenger Trips / Revenue Hour	
Hopelink	766,355	64,172	680,850	0.89		10.61
Skamania County Public Transit	78,165	3,213	10,426	0.13		3.24
Squaxin Island Tribe	32,863	1,917	9,501	0.29		4.96
Thurston Regional Planning Council	393,898	13,690	58,952	0.15		4.31
<b>Totals / Averages</b>	<b>1,271,281</b>	<b>82,992</b>	<b>759,729</b>	<b>0.60</b>		<b>9.15</b>

Intercity Services, 2005						
	Revenue Vehicle Miles	Revenue Vehicle Hours	Passenger Trips	Passenger Trips / Revenue Mile	Passenger Trips / Revenue Hour	
Northwestern Trailways	879,275	19,255	63,958	0.07		3.32
Okanogan County Transportation & Nutrition	31,699	1,252	2,055	0.06		1.64
People For People, Moses Lake	104,134	4,461	3,455	0.03		0.77
People For People, Yakima	73,185	2,999	16,455	0.22		5.49
Special Mobility Services, Inc.	52,105	2,082	2,448	0.05		1.18
<b>Totals / Averages</b>	<b>1,140,398</b>	<b>30,049</b>	<b>88,371</b>	<b>0.08</b>		<b>2.94</b>

Vanpool Services, 2005						
	Revenue Vehicle Miles	Revenue Vehicle Hours	Passenger Trips	Passenger Trips / Revenue Mile	Passenger Trips / Revenue Hour	
Columbia County Public Transportation	18,054	364	2,466	0.14		6.77
Olympic Community Action Programs	33,004	1,067	8,232	0.25		7.72
Senior Services of Snohomish County	8,819	723	2,297	0.26		3.18
<b>Totals / Averages</b>	<b>59,877</b>	<b>2,154</b>	<b>12,995</b>	<b>0.22</b>		<b>6.03</b>

**Service Totals, 2005**

	Revenue Vehicle Miles	Revenue Vehicle Hours	Passenger Trips	Passenger Trips / Revenue Mile	Passenger Trips/Revenue Hour	Farebox Recovery Ratio	Contracts Recovery Ratio	Operating & Admin Cost/ Passenger Trip	Operating & Admin Cost/ Revenue Mile	Operating & Admin Cost/ Revenue Hour
Appointment Keepers Transportation Service	50,794	2,114	5,363	0.11	2.54	30.02%	90.06%	\$29.08	\$3.07	\$73.78
Career Path Services	7,015	137	410	0.06	2.99	NA	NA	\$19.48	\$1.14	\$58.29
Chelan-Douglas Developmental Services	23,084	1,912	17,210	0.75	9.00	NA	NA	Data Unavailable	Data Unavailable	Data Unavailable
COAST	727,822	18,408	55,224	0.08	3.00	1.16%	NA	\$4.69	\$0.36	\$14.07
Coastal Community Action Program	22,442	600	458	0.02	0.76	0.68%	NA	\$111.77	\$2.28	\$85.32
Columbia County Public Transportation	110,188	5,663	31,627	0.29	5.58	12.52%	39.65%	\$7.97	\$2.29	\$44.50
Colville Confederated Tribes - Area Agency on Aging	Data Unavailable	Data Unavailable	Data Unavailable	Data Unavailable	Data Unavailable	NA	NA	Data Unavailable	Data Unavailable	Data Unavailable
Hopelink	766,355	64,172	680,850	0.89	10.61	4.26%	95.74%	\$5.10	\$4.53	\$54.15
HopeSource	120,000	8,652	20,076	0.17	2.32	1.22%	NA	\$20.42	\$3.42	\$47.39
Human Services Council <sup>1</sup>	103,533	3,854	93,441	0.12	3.15	NA	NA	Data Unavailable	Data Unavailable	Data Unavailable
L.E.W.I.S. Mountain Highway Transit	64,348	1,862	4,720	0.07	2.53	5.66%	NA	\$51.50	\$3.78	\$130.55
Lower Columbia Community Action Council	241,750	12,128	13,589	0.06	1.12	3.93%	NA	\$14.73	\$0.83	\$16.50
Makah Public Transit	34,531	44,650	2,713	0.08	0.06	0.93%	NA	\$67.54	\$5.31	\$4.10
Mt. Adams Transportation Service	502,005	17,439	25,956	0.05	1.49	3.39%	NA	\$25.25	\$1.31	\$37.59
Mt. Si Community Shuttle	45,639	2,812	9,556	0.21	3.40	1.73%	NA	\$15.81	\$3.31	\$53.72
Northwestern Trailways	879,275	19,255	63,958	0.07	3.32	84.81%	NA	\$26.41	\$1.92	\$87.71
Okanogan County Transportation & Nutrition	95,366	6,245	20,114	0.21	3.22	5.53%	NA	\$16.74	\$3.53	\$53.91
Olympic Bus Lines	243,146	8,522	9,644	0.04	1.13	60.50%	NA	\$39.46	\$1.57	\$44.65
Olympic County Action Programs	33,004	1,067	8,232	0.25	7.72	NA	NA	\$19.98	\$4.98	\$154.14

Service Totals (continued), 2005										
	Revenue Vehicle Miles	Revenue Vehicle Hours	Passenger Trips	Passenger Trips / Revenue Mile	Passenger Trips/ Revenue Hour	Farebox Recovery Ratio	Contracts Recovery Ratio	Operating & Admin Cost / Passenger Trip	Operating & Admin Cost / Revenue Mile	Operating & Admin Cost / Revenue Hour
People For People, Moses Lake	1,409,078	64,786	152,444	0.11	2.35	0.06%	71.36%	\$19.03	\$2.06	\$44.77
People For People, Yakima	341,895	18,183	55,653	0.16	3.06	0.12%	NA	\$22.23	\$3.62	\$68.04
Pierce County Community Services	75,449	2,264	4,346	0.06	1.92	NA	NA	\$89.05	\$5.13	\$170.94
Port Gamble S'Klallam Tribe	3,422	100	35	0.01	0.35	NA	NA	\$130.00	\$1.33	\$45.50
Pullman Senior Citizens Association	Data Unavailable	Data Unavailable	Data Unavailable	Data Unavailable	Data Unavailable	3.91%	0.45%	Data Unavailable	Data Unavailable	Data Unavailable
Rural Resources Community Action	296,956	13,681	26,319	0.09	1.92	0.72%	NA	\$22.07	\$1.96	\$42.46
Samish Indian Nation	Data Unavailable	Data Unavailable	Data Unavailable	Data Unavailable	Data Unavailable	NA	NA	Data Unavailable	Data Unavailable	Data Unavailable
Senior Services of Seattle / King County	606,829	57,260	77,724	0.13	1.36	4.61%	74.46%	\$12.83	\$1.64	\$17.41
Senior Services of Snohomish County	207,120	12,337	19,869	0.10	1.61	1.08%	NA	\$23.42	\$2.25	\$37.71
Skamania County Public Transit	78,165	3,213	10,426	0.13	3.24	3.25%	NA	\$14.76	\$1.97	\$47.90
Skamania County Senior Services	209,516	10,244	15,892	0.08	1.55	1.03%	43.40%	\$20.25	\$1.54	\$31.42
Special Mobility Services, Inc.	124,774	6,455	16,956	0.14	2.63	10.34%	NA	\$14.70	\$2.00	\$38.60
Squaxin Island Tribe	32,863	1,917	9,501	0.29	4.96	NA	NA	\$21.33	\$6.17	\$105.72
Thurston Regional Planning Council	393,898	13,690	58,952	0.15	4.31	NA	NA	\$13.73	\$2.06	\$59.14
<b>Totals / Averages</b>	<b>7,850,262</b>	<b>423,622</b>	<b>1,511,258</b>	<b>0.19</b>	<b>3.57</b>	<b>11.76%</b>	<b>37.20%</b>	<b>\$11.60</b>	<b>\$2.23</b>	<b>\$41.37</b>

Source: Washington State Summary of Community and Brokered Transportation, 2005.

<sup>1</sup> Human Services Council provided both demand response and fixed route services in 2005. Revenue vehicle miles and revenue vehicle hours are unavailable for their fixed route services. The revenue vehicle miles and revenue vehicle hours are only associated with the 12,146 demand response passenger trips.

# **APPENDIX H**

## **MEDICAID TRANSPORTATION BROKERS STATEWIDE OPERATING STATISTICS, 2005**

Fixed Route - Transit, 2005			Passenger Trips	Expenses	Cost per Trip
Region 1:	Whatcom, Skagit, San Juan, Island	Northwest Regional Council	40,042	\$48,235	\$1.20
Region 2:	Snohomish	Paratransit Services, Inc.	39,765	\$113,047	\$2.84
Region 3:	King	Hopelink	304,046	\$786,157	\$2.59
Region 4:	Pierce	Paratransit Services, Inc.	285,653	\$970,121	\$3.40
Region 5:	Clallam, Jefferson, Kitsap, north Mason	Paratransit Services, Inc.	47,608	\$203,438	\$4.27
Region 6:	Grays Harbor, Pacific, Thurston, Lewis, south Mason	Paratransit Services, Inc.	76,158	\$104,173	\$1.37
Region 7:	Wahkiakum, Cowlitz, Skamania, Clark, Klickitat	Human Services Council	73,893	\$65,205	\$0.88
Region 8:	Kittitas, Yakima, Benton, Franklin, Walla Walla, Columbia	People For People	4,037	\$6,170	\$1.53
Region 9:	Okanogan, Chelan, Douglas	Trancare	953	\$705	\$0.74
Region 10:	Ferry, Stevens, Pend Oreille	Special Mobility Services, Inc.	870	\$731	\$0.84
Region 11:	Lincoln, Grant, Adams	Special Mobility Services, Inc.	402	\$629	\$1.57
Region 12:	Spokane	Special Mobility Services, Inc.	99,636	\$282,536	\$2.84
Region 13:	Whitman, Garfield, Asotin	COAST	0	NA	NA
<b>Totals / Averages</b>			<b>973,063</b>	<b>\$2,581,147</b>	<b>\$2.65</b>

Demand Response (ambulatory <sup>1</sup> ) - Community Transportation Provider, 2005			Passenger Trips	Expenses	Cost per Trip
Region 1:	Whatcom, Skagit, San Juan, Island	Northwest Regional Council	43,512	\$985,192	\$22.64
Region 2:	Snohomish	Paratransit Services, Inc.	123,916	\$2,628,963	\$21.22
Region 3:	King	Hopelink	555,408	\$10,383,354	\$18.70
Region 4:	Pierce	Paratransit Services, Inc.	153,160	\$3,251,037	\$21.23
Region 5:	Clallam, Jefferson, Kitsap, north Mason	Paratransit Services, Inc.	44,777	\$1,480,519	\$33.06
Region 6:	Grays Harbor, Pacific, Thurston, Lewis, south Mason	Paratransit Services, Inc.	62,913	\$2,236,858	\$35.55
Region 7:	Wahkiakum, Cowlitz, Skamania, Clark, Klickitat	Human Services Council	72,999	\$1,565,966	\$21.45
Region 8:	Kittitas, Yakima, Benton, Franklin, Walla Walla, Columbia	People For People	64,643	\$2,174,677	\$33.64
Region 9:	Okanogan, Chelan, Douglas	Trancare	8,538	\$95,784	\$11.22
Region 10:	Ferry, Stevens, Pend Oreille	Special Mobility Services, Inc.	5,635	\$134,491	\$23.87
Region 11:	Lincoln, Grant, Adams	Special Mobility Services, Inc.	17,439	\$902,881	\$51.77
Region 12:	Spokane	Special Mobility Services, Inc.	94,661	\$1,555,049	\$16.43
Region 13:	Whitman, Garfield, Asotin	COAST	17,093	\$298,345	\$17.45
<b>Totals / Averages</b>			<b>1,264,694</b>	<b>\$27,693,116</b>	<b>\$21.90</b>

Demand Response (non-ambulatory <sup>2</sup> ) - Community Transportation Provider, 2005			Passenger Trips	Expenses	Cost per Trip
Region 1:	Whatcom, Skagit, San Juan, Island	Northwest Regional Council	6,104	\$246,699	\$40.42
Region 2:	Snohomish	Paratransit Services, Inc.	31,739	\$1,175,823	\$37.05
Region 3:	King	Hopelink	162,314	\$5,186,028	\$31.95
Region 4:	Pierce	Paratransit Services, Inc.	70,596	\$2,525,053	\$35.77
Region 5:	Clallam, Jefferson, Kitsap, north Mason	Paratransit Services, Inc.	8,534	\$321,787	\$37.71
Region 6:	Grays Harbor, Pacific, Thurston, Lewis, south Mason	Paratransit Services, Inc.	18,564	\$1,004,083	\$54.09
Region 7:	Wahkiakum, Cowlitz, Skamania, Clark, Klickitat	Human Services Council	25,427	\$893,343	\$35.13
Region 8:	Kittitas, Yakima, Benton, Franklin, Walla Walla, Columbia	People For People	20,268	\$850,643	\$41.97
Region 9:	Okanogan, Chelan, Douglas	Trancare	2,817	\$177,896	\$63.15
Region 10:	Ferry, Stevens, Pend Oreille	Special Mobility Services, Inc.	2,655	\$273,820	\$103.13
Region 11:	Lincoln, Grant, Adams	Special Mobility Services, Inc.	6,638	\$353,911	\$53.32
Region 12:	Spokane	Special Mobility Services, Inc.	40,212	\$1,040,807	\$25.88
Region 13:	Whitman, Garfield, Asotin	COAST	2,106	\$54,432	\$25.85
<b>Totals / Averages</b>			<b>397,974</b>	<b>\$14,104,325</b>	<b>\$35.44</b>

<sup>1</sup> Ambulatory demand response services do not require vehicles with lifts. Passengers are able to walk and do not rely on a wheelchair, scooter, gurney, etc. which would necessitate a vehicle with a lift or other accommodations.

<sup>2</sup> Non-ambulatory demand response services require vehicles with lifts and/or other accommodations in order for passengers to board who cannot walk and rely on wheelchairs, scooters, gurneys, etc.

Demand Response - Transit <sup>3</sup> , 2005			Passenger Trips	Expenses	Cost per Trip
Region 1:	Whatcom, Skagit, San Juan, Island	Northwest Regional Council	73,632	\$39,860	\$0.54
Region 2:	Snohomish	Paratransit Services, Inc.	262	\$652	\$2.49
Region 3:	King	Hopelink	992	\$17,539	\$17.68
Region 4:	Pierce	Paratransit Services, Inc.	80,319	\$127,818	\$1.59
Region 5:	Clallam, Jefferson, Kitsap, north Mason	Paratransit Services, Inc.	17,518	\$28,854	\$1.65
Region 6:	Grays Harbor, Pacific, Thurston, Lewis, south Mason	Paratransit Services, Inc.	710	\$710	\$1.00
Region 7:	Wahkiakum, Cowlitz, Skamania, Clark, Klickitat	Human Services Council	27,180	\$18,611	\$0.68
Region 8:	Kittitas, Yakima, Benton, Franklin, Walla Walla, Columbia	People For People	26,414	\$18,800	\$0.71
Region 9:	Okanogan, Chelan, Douglas	Trancare	3,964	\$2,189	\$0.55
Region 10:	Ferry, Stevens, Pend Oreille	Special Mobility Services, Inc.	31	\$233	\$7.50
Region 11:	Lincoln, Grant, Adams	Special Mobility Services, Inc.	51	\$1,275	\$25.00
Region 12:	Spokane	Special Mobility Services, Inc.	20,034	\$35,488	\$1.77
Region 13:	Whitman, Garfield, Asotin	COAST	955	\$1,432	\$1.50
<b>Totals / Averages</b>			<b>252,062</b>	<b>\$293,461</b>	<b>\$1.16</b>

Gas Voucher, 2005			Passenger Trips	Expenses	Cost per Trip
Region 1:	Whatcom, Skagit, San Juan, Island	Northwest Regional Council	9,430	\$62,373	\$6.61
Region 2:	Snohomish	Paratransit Services, Inc.	1,717	\$6,389	\$3.72
Region 3:	King	Hopelink	152,648	\$381,752	\$2.50
Region 4:	Pierce	Paratransit Services, Inc.	4,285	\$19,015	\$4.44
Region 5:	Clallam, Jefferson, Kitsap, north Mason	Paratransit Services, Inc.	11,167	\$91,969	\$8.24
Region 6:	Grays Harbor, Pacific, Thurston, Lewis, south Mason	Paratransit Services, Inc.	22,030	\$172,857	\$7.85
Region 7:	Wahkiakum, Cowlitz, Skamania, Clark, Klickitat	Human Services Council	13,552	\$88,850	\$6.56
Region 8:	Kittitas, Yakima, Benton, Franklin, Walla Walla, Columbia	People For People	7,431	\$83,951	\$11.30
Region 9:	Okanogan, Chelan, Douglas	Trancare	9,973	\$118,097	\$11.84
Region 10:	Ferry, Stevens, Pend Oreille	Special Mobility Services, Inc.	11,744	\$116,251	\$9.90
Region 11:	Lincoln, Grant, Adams	Special Mobility Services, Inc.	5,962	\$69,114	\$11.59
Region 12:	Spokane	Special Mobility Services, Inc.	10,959	\$36,288	\$3.31
Region 13:	Whitman, Garfield, Asotin	COAST	34	\$285	\$8.39
<b>Totals / Averages</b>			<b>260,932</b>	<b>\$1,247,191</b>	<b>\$4.78</b>

Mileage Reimbursement, 2005			Passenger Trips	Expenses	Cost per Trip
Region 1:	Whatcom, Skagit, San Juan, Island	Northwest Regional Council	677	\$3,824	\$5.65
Region 2:	Snohomish	Paratransit Services, Inc.	5,586	\$25,862	\$4.63
Region 3:	King	Hopelink	2,510	\$7,895	\$3.15
Region 4:	Pierce	Paratransit Services, Inc.	2,533	\$11,658	\$4.60
Region 5:	Clallam, Jefferson, Kitsap, north Mason	Paratransit Services, Inc.	1,171	\$10,583	\$9.04
Region 6:	Grays Harbor, Pacific, Thurston, Lewis, south Mason	Paratransit Services, Inc.	4,978	\$43,118	\$8.66
Region 7:	Wahkiakum, Cowlitz, Skamania, Clark, Klickitat	Human Services Council	44	\$1,422	\$32.32
Region 8:	Kittitas, Yakima, Benton, Franklin, Walla Walla, Columbia	People For People	3,395	\$42,839	\$12.62
Region 9:	Okanogan, Chelan, Douglas	Trancare	0	NA	NA
Region 10:	Ferry, Stevens, Pend Oreille	Special Mobility Services, Inc.	8	\$394	\$49.24
Region 11:	Lincoln, Grant, Adams	Special Mobility Services, Inc.	616	\$6,924	\$11.24
Region 12:	Spokane	Special Mobility Services, Inc.	0	NA	NA
Region 13:	Whitman, Garfield, Asotin	COAST	5,072	\$57,990	\$11.43
<b>Totals / Averages</b>			<b>26,590</b>	<b>\$212,509</b>	<b>\$7.99</b>

<sup>3</sup> Expenses and cost-per-trip calculation only represent transit fares paid by brokers. The fully allocated cost is \$23.30 per trip on average. This number is based on the statewide average cost-per-trip of transit systems' demand response services (*Washington State Summary of Public Transportation, 2005*).

Volunteer - Agency, 2005			Passenger Trips	Expenses	Cost per Trip
Region 1:	Whatcom, Skagit, San Juan, Island	Northwest Regional Council	812	\$35,907	\$44.22
Region 2:	Snohomish	Paratransit Services, Inc.	2,618	\$91,777	\$35.06
Region 3:	King	Hopelink	939	\$5,628	\$5.99
Region 4:	Pierce	Paratransit Services, Inc.	230	\$11,658	\$50.69
Region 5:	Clallam, Jefferson, Kitsap, north Mason	Paratransit Services, Inc.	459	\$25,234	\$54.98
Region 6:	Grays Harbor, Pacific, Thurston, Lewis, south Mason	Paratransit Services, Inc.	8,676	\$658,218	\$75.87
Region 7:	Wahkiakum, Cowlitz, Skamania, Clark, Klickitat	Human Services Council	9,032	\$322,410	\$35.70
Region 8:	Kittitas, Yakima, Benton, Franklin, Walla Walla, Columbia	People For People	4	\$22	\$5.60
Region 9:	Okanogan, Chelan, Douglas	Trancare	0	NA	NA
Region 10:	Ferry, Stevens, Pend Oreille	Special Mobility Services, Inc.	8,309	\$330,441	\$39.77
Region 11:	Lincoln, Grant, Adams	Special Mobility Services, Inc.	1,102	\$96,965	\$87.99
Region 12:	Spokane	Special Mobility Services, Inc.	1,639	\$44,978	\$27.44
Region 13:	Whitman, Garfield, Asotin	COAST	773	\$1,443	\$1.87
<b>Totals / Averages</b>			<b>34,593</b>	<b>\$1,624,681</b>	<b>\$46.97</b>

Volunteer - Broker, 2005			Passenger Trips	Expenses	Cost per Trip
Region 1:	Whatcom, Skagit, San Juan, Island	Northwest Regional Council	0	NA	NA
Region 2:	Snohomish	Paratransit Services, Inc.	0	NA	NA
Region 3:	King	Hopelink	0	NA	NA
Region 4:	Pierce	Paratransit Services, Inc.	0	NA	NA
Region 5:	Clallam, Jefferson, Kitsap, north Mason	Paratransit Services, Inc.	0	NA	NA
Region 6:	Grays Harbor, Pacific, Thurston, Lewis, south Mason	Paratransit Services, Inc.	0	NA	NA
Region 7:	Wahkiakum, Cowlitz, Skamania, Clark, Klickitat	Human Services Council	0	NA	NA
Region 8:	Kittitas, Yakima, Benton, Franklin, Walla Walla, Columbia	People For People	3,095	\$203,743	65.83
Region 9:	Okanogan, Chelan, Douglas	Trancare	15,166	\$541,165	35.68
Region 10:	Ferry, Stevens, Pend Oreille	Special Mobility Services, Inc.	0	NA	NA
Region 11:	Lincoln, Grant, Adams	Special Mobility Services, Inc.	0	NA	NA
Region 12:	Spokane	Special Mobility Services, Inc.	0	NA	NA
Region 13:	Whitman, Garfield, Asotin	COAST	1,857	\$34,901	\$18.79
<b>Totals / Averages</b>			<b>20,118</b>	<b>\$779,809</b>	<b>\$38.76</b>

Airline, 2005			Passenger Trips	Expenses	Cost per Trip
Region 1:	Whatcom, Skagit, San Juan, Island	Northwest Regional Council	4	\$860	\$215.00
Region 2:	Snohomish	Paratransit Services, Inc.	0	NA	NA
Region 3:	King	Hopelink	1	\$222	\$222.00
Region 4:	Pierce	Paratransit Services, Inc.	0	NA	NA
Region 5:	Clallam, Jefferson, Kitsap, north Mason	Paratransit Services, Inc.	0	NA	NA
Region 6:	Grays Harbor, Pacific, Thurston, Lewis, south Mason	Paratransit Services, Inc.	0	NA	NA
Region 7:	Wahkiakum, Cowlitz, Skamania, Clark, Klickitat	Human Services Council	0	NA	NA
Region 8:	Kittitas, Yakima, Benton, Franklin, Walla Walla, Columbia	People For People	0	NA	NA
Region 9:	Okanogan, Chelan, Douglas	Trancare	1	\$190	\$190.00
Region 10:	Ferry, Stevens, Pend Oreille	Special Mobility Services, Inc.	69	\$12,455	\$180.51
Region 11:	Lincoln, Grant, Adams	Special Mobility Services, Inc.	2	\$494	\$247.00
Region 12:	Spokane	Special Mobility Services, Inc.	284	\$55,101	\$194.02
Region 13:	Whitman, Garfield, Asotin	COAST	195	\$43,048	\$220.76
<b>Totals / Averages</b>			<b>556</b>	<b>\$112,370</b>	<b>\$202.10</b>

Commercial Bus, 2005			Passenger Trips	Expenses	Cost per Trip
Region 1:	Whatcom, Skagit, San Juan, Island	Northwest Regional Council	6	\$107	\$17.83
Region 2:	Snohomish	Paratransit Services, Inc.	9	\$232	\$25.78
Region 3:	King	Hopelink	19	\$666	\$35.05
Region 4:	Pierce	Paratransit Services, Inc.	0	NA	NA
Region 5:	Clallam, Jefferson, Kitsap, north Mason	Paratransit Services, Inc.	19	\$519	\$27.32
Region 6:	Grays Harbor, Pacific, Thurston, Lewis, south Mason	Paratransit Services, Inc.	0	NA	NA
Region 7:	Wahkiakum, Cowlitz, Skamania, Clark, Klickitat	Human Services Council	12	\$337	\$28.08
Region 8:	Kittitas, Yakima, Benton, Franklin, Walla Walla, Columbia	People For People	9	\$337	\$37.44
Region 9:	Okanogan, Chelan, Douglas	Trancare	30	\$772	\$25.73
Region 10:	Ferry, Stevens, Pend Oreille	Special Mobility Services, Inc.	4	\$174	\$43.50
Region 11:	Lincoln, Grant, Adams	Special Mobility Services, Inc.	6	\$150	\$25.00
Region 12:	Spokane	Special Mobility Services, Inc.	48	\$2,304	\$48.00
Region 13:	Whitman, Garfield, Asotin	COAST	3	\$57	\$19.00
<b>Totals / Averages</b>			<b>165</b>	<b>\$5,655</b>	<b>\$34.27</b>

Train, 2005			Passenger Trips	Expenses	Cost per Trip
Region 1:	Whatcom, Skagit, San Juan, Island	Northwest Regional Council	0	NA	NA
Region 2:	Snohomish	Paratransit Services, Inc.	0	NA	NA
Region 3:	King	Hopelink	2	\$30	\$15.00
Region 4:	Pierce	Paratransit Services, Inc.	0	NA	NA
Region 5:	Clallam, Jefferson, Kitsap, north Mason	Paratransit Services, Inc.	2	\$49	\$24.50
Region 6:	Grays Harbor, Pacific, Thurston, Lewis, south Mason	Paratransit Services, Inc.	0	NA	NA
Region 7:	Wahkiakum, Cowlitz, Skamania, Clark, Klickitat	Human Services Council	102	\$4,065	\$39.85
Region 8:	Kittitas, Yakima, Benton, Franklin, Walla Walla, Columbia	People For People	0	NA	NA
Region 9:	Okanogan, Chelan, Douglas	Trancare	1	27	\$27.00
Region 10:	Ferry, Stevens, Pend Oreille	Special Mobility Services, Inc.	0	NA	NA
Region 11:	Lincoln, Grant, Adams	Special Mobility Services, Inc.	0	NA	NA
Region 12:	Spokane	Special Mobility Services, Inc.	0	NA	NA
Region 13:	Whitman, Garfield, Asotin	COAST	44	\$88	\$2.00
<b>Totals / Averages</b>			<b>151</b>	<b>\$4,259</b>	<b>\$28.21</b>

Ferry, 2005			Passenger Trips	Expenses	Cost per Trip
Region 1:	Whatcom, Skagit, San Juan, Island	Northwest Regional Council	1,902	\$17,452	\$9.18
Region 2:	Snohomish	Paratransit Services, Inc.	2	\$16	\$8.00
Region 3:	King	Hopelink	136	\$1,534	\$11.28
Region 4:	Pierce	Paratransit Services, Inc.	2	\$5	\$2.50
Region 5:	Clallam, Jefferson, Kitsap, north Mason	Paratransit Services, Inc.	6,195	\$31,598	\$5.10
Region 6:	Grays Harbor, Pacific, Thurston, Lewis, south Mason	Paratransit Services, Inc.	106	\$733	\$6.92
Region 7:	Wahkiakum, Cowlitz, Skamania, Clark, Klickitat	Human Services Council	0	NA	NA
Region 8:	Kittitas, Yakima, Benton, Franklin, Walla Walla, Columbia	People For People	0	NA	NA
Region 9:	Okanogan, Chelan, Douglas	Trancare	0	NA	NA
Region 10:	Ferry, Stevens, Pend Oreille	Special Mobility Services, Inc.	0	NA	NA
Region 11:	Lincoln, Grant, Adams	Special Mobility Services, Inc.	0	NA	NA
Region 12:	Spokane	Special Mobility Services, Inc.	0	NA	NA
Region 13:	Whitman, Garfield, Asotin	COAST	40	\$80	\$2.00
<b>Totals / Averages</b>			<b>8,383</b>	<b>\$51,418</b>	<b>\$6.13</b>

Foster Parent, 2005			Passenger Trips	Expenses	Cost per Trip
Region 1:	Whatcom, Skagit, San Juan, Island	Northwest Regional Council	2	\$33	\$16.50
Region 2:	Snohomish	Paratransit Services, Inc.	0	NA	NA
Region 3:	King	Hopelink	0	NA	NA
Region 4:	Pierce	Paratransit Services, Inc.	0	NA	NA
Region 5:	Clallam, Jefferson, Kitsap, north Mason	Paratransit Services, Inc.	0	NA	NA
Region 6:	Grays Harbor, Pacific, Thurston, Lewis, south Mason	Paratransit Services, Inc.	0	NA	NA
Region 7:	Wahkiakum, Cowlitz, Skamania, Clark, Klickitat	Human Services Council	0	NA	NA
Region 8:	Kittitas, Yakima, Benton, Franklin, Walla Walla, Columbia	People For People	0	NA	NA
Region 9:	Okanogan, Chelan, Douglas	Trancare	0	NA	NA
Region 10:	Ferry, Stevens, Pend Oreille	Special Mobility Services, Inc.	0	NA	NA
Region 11:	Lincoln, Grant, Adams	Special Mobility Services, Inc.	0	NA	NA
Region 12:	Spokane	Special Mobility Services, Inc.	0	NA	NA
Region 13:	Whitman, Garfield, Asotin	COAST	109	\$218	\$2.00
<b>Totals / Averages</b>			<b>111</b>	<b>\$251</b>	<b>\$2.26</b>

Ancillary, 2005			Passenger Trips	Expenses	Cost per Trip
Region 1:	Whatcom, Skagit, San Juan, Island	Northwest Regional Council	NA	\$85	NA
Region 2:	Snohomish	Paratransit Services, Inc.	NA	\$0	NA
Region 3:	King	Hopelink	NA	\$74,513	NA
Region 4:	Pierce	Paratransit Services, Inc.	NA	\$0	NA
Region 5:	Clallam, Jefferson, Kitsap, north Mason	Paratransit Services, Inc.	NA	\$0	NA
Region 6:	Grays Harbor, Pacific, Thurston, Lewis, south Mason	Paratransit Services, Inc.	NA	\$0	NA
Region 7:	Wahkiakum, Cowlitz, Skamania, Clark, Klickitat	Human Services Council	NA	\$0	NA
Region 8:	Kittitas, Yakima, Benton, Franklin, Walla Walla, Columbia	People For People	NA	\$0	NA
Region 9:	Okanogan, Chelan, Douglas	Trancare	NA	\$555	NA
Region 10:	Ferry, Stevens, Pend Oreille	Special Mobility Services, Inc.	NA	\$7	NA
Region 11:	Lincoln, Grant, Adams	Special Mobility Services, Inc.	NA	\$0	NA
Region 12:	Spokane	Special Mobility Services, Inc.	NA	\$917	NA
Region 13:	Whitman, Garfield, Asotin	COAST	NA	\$280	NA
<b>Totals / Averages</b>			<b>NA</b>	<b>\$76,357</b>	<b>NA</b>

Total Service Costs, 2005			Passenger Trips	Expenses	Cost per Trip
Region 1:	Whatcom, Skagit, San Juan, Island	Northwest Regional Council	176,123	\$1,440,627	\$8.18
Region 2:	Snohomish	Paratransit Services, Inc.	205,614	\$4,042,760	\$19.66
Region 3:	King	Hopelink	1,179,015	\$16,845,318	\$14.29
Region 4:	Pierce	Paratransit Services, Inc.	596,778	\$6,916,364	\$11.59
Region 5:	Clallam, Jefferson, Kitsap, north Mason	Paratransit Services, Inc.	137,450	\$2,194,551	\$15.97
Region 6:	Grays Harbor, Pacific, Thurston, Lewis, south Mason	Paratransit Services, Inc.	194,135	\$4,220,750	\$21.74
Region 7:	Wahkiakum, Cowlitz, Skamania, Clark, Klickitat	Human Services Council	222,241	\$2,960,210	\$13.32
Region 8:	Kittitas, Yakima, Benton, Franklin, Walla Walla, Columbia	People For People	129,296	\$3,381,183	\$26.15
Region 9:	Okanogan, Chelan, Douglas	Trancare	41,443	\$937,379	\$22.62
Region 10:	Ferry, Stevens, Pend Oreille	Special Mobility Services, Inc.	29,325	\$868,996	\$29.63
Region 11:	Lincoln, Grant, Adams	Special Mobility Services, Inc.	32,218	\$1,432,343	\$44.46
Region 12:	Spokane	Special Mobility Services, Inc.	267,473	\$3,053,467	\$11.42
Region 13:	Whitman, Garfield, Asotin	COAST	28,281	\$492,606	\$17.42
<b>Totals / Averages</b>			<b>3,239,392</b>	<b>\$48,786,554</b>	<b>\$15.06</b>

Administrative Costs, 2005			Passenger Trips	Expenses	Cost per Trip
Region 1:	Whatcom, Skagit, San Juan, Island	Northwest Regional Council	NA	\$448,791	\$2.55
Region 2:	Snohomish	Paratransit Services, Inc.	NA	\$428,496	\$2.08
Region 3:	King	Hopelink	NA	\$2,990,400	\$2.54
Region 4:	Pierce	Paratransit Services, Inc.	NA	\$1,057,320	\$1.77
Region 5:	Clallam, Jefferson, Kitsap, north Mason	Paratransit Services, Inc.	NA	\$467,472	\$3.40
Region 6:	Grays Harbor, Pacific, Thurston, Lewis, south Mason	Paratransit Services, Inc.	NA	\$504,000	\$2.60
Region 7:	Wahkiakum, Cowlitz, Skamania, Clark, Klickitat	Human Services Council	NA	\$699,372	\$3.15
Region 8:	Kittitas, Yakima, Benton, Franklin, Walla Walla, Columbia	People For People	NA	\$561,588	\$4.34
Region 9:	Okanogan, Chelan, Douglas	Trancare	NA	\$242,736	\$5.86
Region 10:	Ferry, Stevens, Pend Oreille	Special Mobility Services, Inc.	NA	\$94,776	\$3.23
Region 11:	Lincoln, Grant, Adams	Special Mobility Services, Inc.	NA	\$108,336	\$3.36
Region 12:	Spokane	Special Mobility Services, Inc.	NA	\$544,920	\$2.04
Region 13:	Whitman, Garfield, Asotin	COAST	NA	\$107,100	\$3.79
<b>Totals / Averages</b>			NA	\$8,255,307	\$2.55

Out of State, 2005			Passenger Events	Expenses	Cost per Event
Region 1:	Whatcom, Skagit, San Juan, Island	Northwest Regional Council	6	\$3,034	\$505.67
Region 2:	Snohomish	Paratransit Services, Inc.	0	NA	NA
Region 3:	King	Hopelink	6	\$1,616	\$269.33
Region 4:	Pierce	Paratransit Services, Inc.	49	\$9,436	\$192.57
Region 5:	Clallam, Jefferson, Kitsap, north Mason	Paratransit Services, Inc.	0	NA	NA
Region 6:	Grays Harbor, Pacific, Thurston, Lewis, south Mason	Paratransit Services, Inc.	3	\$1,349	\$449.67
Region 7:	Wahkiakum, Cowlitz, Skamania, Clark, Klickitat	Human Services Council	4	\$1,945	\$486.25
Region 8:	Kittitas, Yakima, Benton, Franklin, Walla Walla, Columbia	People For People	0	NA	NA
Region 9:	Okanogan, Chelan, Douglas	Trancare	1	\$5,536	\$5,536
Region 10:	Ferry, Stevens, Pend Oreille	Special Mobility Services, Inc.	2	\$247	\$123.50
Region 11:	Lincoln, Grant, Adams	Special Mobility Services, Inc.	4	\$3,535	\$883.75
Region 12:	Spokane	Special Mobility Services, Inc.	18	\$7,139	\$396.61
Region 13:	Whitman, Garfield, Asotin	COAST	0	NA	NA
<b>Totals / Averages</b>			93	\$33,837	\$363.84

Meals & Lodging - In State, 2005			Passenger Events	Expenses	Cost per Event
Region 1:	Whatcom, Skagit, San Juan, Island	Northwest Regional Council	1,396	\$76,086	\$54.50
Region 2:	Snohomish	Paratransit Services, Inc.	468	\$28,987	\$61.94
Region 3:	King	Hopelink	1,531	\$56,253	\$36.74
Region 4:	Pierce	Paratransit Services, Inc.	1,082	\$55,619	\$51.40
Region 5:	Clallam, Jefferson, Kitsap, north Mason	Paratransit Services, Inc.	1,561	\$46,619	\$29.86
Region 6:	Grays Harbor, Pacific, Thurston, Lewis, south Mason	Paratransit Services, Inc.	1,131	\$37,020	\$32.73
Region 7:	Wahkiakum, Cowlitz, Skamania, Clark, Klickitat	Human Services Council	975	\$59,582	\$61.11
Region 8:	Kittitas, Yakima, Benton, Franklin, Walla Walla, Columbia	People For People	5,467	\$180,380	\$32.99
Region 9:	Okanogan, Chelan, Douglas	Trancare	2,277	\$82,623	\$36.29
Region 10:	Ferry, Stevens, Pend Oreille	Special Mobility Services, Inc.	506	\$20,771	\$41.05
Region 11:	Lincoln, Grant, Adams	Special Mobility Services, Inc.	2,327	\$47,463	\$20.40
Region 12:	Spokane	Special Mobility Services, Inc.	1,787	\$92,795	\$51.93
Region 13:	Whitman, Garfield, Asotin	COAST	1,745	\$46,161	\$26.45
<b>Totals / Averages</b>			22,253	\$830,359	\$37.31

Meals & Lodging - Out of State, 2005			Passenger Events	Expenses	Cost per Event
Region 1:	Whatcom, Skagit, San Juan, Island	Northwest Regional Council	33	\$2,057	\$62.33
Region 2:	Snohomish	Paratransit Services, Inc.	0	NA	NA
Region 3:	King	Hopelink	72	\$1,232	\$17.11
Region 4:	Pierce	Paratransit Services, Inc.	139	\$1,175	\$8.45
Region 5:	Clallam, Jefferson, Kitsap, north Mason	Paratransit Services, Inc.	0	NA	NA
Region 6:	Grays Harbor, Pacific, Thurston, Lewis, south Mason	Paratransit Services, Inc.	142	\$10,771	\$75.85
Region 7:	Wahkiakum, Cowlitz, Skamania, Clark, Klickitat	Human Services Council	235	\$5,314	\$22.61
Region 8:	Kittitas, Yakima, Benton, Franklin, Walla Walla, Columbia	People For People	0	NA	NA
Region 9:	Okanogan, Chelan, Douglas	Trancare	16	\$570	\$35.62
Region 10:	Ferry, Stevens, Pend Oreille	Special Mobility Services, Inc.	2	\$130	\$65.00
Region 11:	Lincoln, Grant, Adams	Special Mobility Services, Inc.	0	NA	NA
Region 12:	Spokane	Special Mobility Services, Inc.	16	\$2,393	\$149.56
Region 13:	Whitman, Garfield, Asotin	COAST	0	NA	NA
<b>Totals / Averages</b>			<b>655</b>	<b>\$23,642</b>	<b>\$36.09</b>

Vehicle Modification / Lift, 2005			Passenger Events	Expenses	Cost per Event
Region 1:	Whatcom, Skagit, San Juan, Island	Northwest Regional Council	0	NA	NA
Region 2:	Snohomish	Paratransit Services, Inc.	0	NA	NA
Region 3:	King	Hopelink	1	\$5,429	\$5,429.00
Region 4:	Pierce	Paratransit Services, Inc.	4	\$4,596	\$1,149.00
Region 5:	Clallam, Jefferson, Kitsap, north Mason	Paratransit Services, Inc.	0	NA	NA
Region 6:	Grays Harbor, Pacific, Thurston, Lewis, south Mason	Paratransit Services, Inc.	3	\$2,971	\$990.00
Region 7:	Wahkiakum, Cowlitz, Skamania, Clark, Klickitat	Human Services Council	0	NA	NA
Region 8:	Kittitas, Yakima, Benton, Franklin, Walla Walla, Columbia	People For People	0	NA	NA
Region 9:	Okanogan, Chelan, Douglas	Trancare	0	NA	NA
Region 10:	Ferry, Stevens, Pend Oreille	Special Mobility Services, Inc.	0	NA	NA
Region 11:	Lincoln, Grant, Adams	Special Mobility Services, Inc.	0	NA	NA
Region 12:	Spokane	Special Mobility Services, Inc.	0	NA	NA
Region 13:	Whitman, Garfield, Asotin	COAST	0	NA	NA
<b>Totals / Averages</b>			<b>8</b>	<b>\$12,996</b>	<b>\$1,624.55</b>

Grand Total, 2005			Passenger Trips	Expenses	Cost per Trip
Region 1:	Whatcom, Skagit, San Juan, Island	Northwest Regional Council	176,123	\$1,970,595	\$11.19
Region 2:	Snohomish	Paratransit Services, Inc.	205,614	\$4,500,243	\$21.89
Region 3:	King	Hopelink	1,179,015	\$19,900,247	\$16.88
Region 4:	Pierce	Paratransit Services, Inc.	596,778	\$8,044,510	\$13.48
Region 5:	Clallam, Jefferson, Kitsap, north Mason	Paratransit Services, Inc.	137,450	\$2,708,642	\$19.71
Region 6:	Grays Harbor, Pacific, Thurston, Lewis, south Mason	Paratransit Services, Inc.	194,135	\$4,776,861	\$24.60
Region 7:	Wahkiakum, Cowlitz, Skamania, Clark, Klickitat	Human Services Council	222,241	\$3,726,423	\$16.77
Region 8:	Kittitas, Yakima, Benton, Franklin, Walla Walla, Columbia	People For People	129,296	\$4,123,151	\$31.89
Region 9:	Okanogan, Chelan, Douglas	Trancare	41,443	\$1,268,844	\$30.62
Region 10:	Ferry, Stevens, Pend Oreille	Special Mobility Services, Inc.	29,325	\$984,920	\$33.58
Region 11:	Lincoln, Grant, Adams	Special Mobility Services, Inc.	32,218	\$1,591,677	\$49.40
Region 12:	Spokane	Special Mobility Services, Inc.	267,473	\$3,700,714	\$13.83
Region 13:	Whitman, Garfield, Asotin	COAST	28,281	\$645,867	\$22.84
<b>Totals / Averages</b>			<b>3,239,392</b>	<b>\$57,942,694</b>	<b>\$17.89</b>

Source: Washington State Department of Social and Health Services, Health and Recovery Services Administration, 2005.

# **APPENDIX I**

## **GLOSSARY OF ACRONYMS**

<b>ACCT</b>	Agency Council on Coordinated Transportation
<b>CTAA</b>	Community Transportation Association of America
<b>DSHS</b>	Department of Social and Health Services
<b>HRSA</b>	Health and Recovery Services Administration
<b>MPO</b>	Metropolitan Planning Organization
<b>PTBA</b>	Public Transportation Benefit Area
<b>RTPO</b>	Regional Transportation Planning Organization
<b>SAFETEA-LU</b>	Safe, Accountable, Flexible, Efficient, Transportation Act: A Legacy for Users
<b>WSDOT</b>	Washington State Department of Transportation
<b>WUTC</b>	Washington Utility and Transportation Commission









