"Seeing Our Progress, Expanding Our Vision"
Agency Council on Coordinated Transportation
March 24, 2004 DRAFT Meeting Notes
Performance Measures for Coordinated Transportation

March 24, 2004
10:00 a.m. – 3:15 p. m.
14812 Main Street
Bellevue, WA

I. Welcome and Introduction ~ Judy Giniger

Judy welcomed the ACCT subcommittee and acknowledged Rep Jarrett, District 41, and Rep Miloscia, District 30.

ACCT encourages coordination throughout the state. There are three focus areas:

- Increase Advocacy
- Identify and Address Barriers
- Focus on Results

Judy introduced Laurie Baim staff from LIEP a consortium of state and local government organizations. The Consortium is very interested in the ACCT program and development of performance measures.

II. Outline of Agency Council on Coordinated Transportation's Strategic Framework ~ Faith Trimble, FLT Consulting Inc.

Faith presented the elements of a performance management system. She pointed out that measures should "cascade down and roll back up".

Strategic framework elements:

- Vision
- Mission
- Goals
- Strategies

Timeline suggestions:

- March Develop no more than six high level policy measures
- April ACCT Meeting – Council approves the measures for distribution and solicits comments
- June ACCT – Council approves initial measures, staff begins collecting data
- Aug ACCT – Council evaluates the baseline data, incorporate results in ACCT report

Performance measures can include:

1. System Characteristics
2. Performance Measures
3. Service Attributes – assessed by consumers
4. Service Assessments

III. Performance Measurement Now

To respond to the question, "What are we measuring now?" Faith had solicited information from several programs on the type of transportation data that was currently collected.

Program Effectiveness:

- Cost efficiency
- Cost effectiveness
- Service effectiveness
- Service quality

Policy Effectiveness:

- Coordination effectiveness – is it working, what does it tell us?
- Systems benefits

Comments from the Council members included:

- Common definitions for operating and financial information may or may not be important in developing measures.
- ACCT may want to focus on common issues; more global issues
- Look at long-term objectives
- How to tell one story
- Different markets will have different characteristics, different performance measures.

- Short term – get what we can get

Two fundamental questions:

1. Are we meeting our goals?
2. Are we getting better?

Faith and the ACCT staff had prepared sample performance measures for the subcommittee's consideration. Faith asked the members to discuss the issues and determine what data is needed, and why the measure is important. She also reminded the members to revisit the connection between goals, mission and vision.

It was suggested that the ACCT Council understand the market and what the products are of coordination. Once a structure is in place then they will know how to measure and what to measure.

The subcommittee members asked that the PACT identify the customers and the suppliers. To simplify this exercise it was recommended that it might be initially done for one or two counties.

"Seeing Our Progress, Expanding Our Vision" ~ Jon Burkhardt, Westat Inc.

Mr. Burkhardt, a nationally known consultant in the transportation field, has been working with coordinated transportation since 1975. He has been the principal investigator on two recent reports from the Transportation Research Board, Transit Cooperative Research Program: " Economic Benefits of Coordinating Human Service Transportation and Transit," and "Toolkit for Rural Community Coordinated Transportation Services." Excerpts of his remarks follow:
The fundamental objective of coordinated transportation is to make Washington State a better place to live. The challenge is to look outside of transportation to see what it does. Transportation creates access that leads to independences and productivity.

Why do we care about coordination?

- Eliminate the duplication of effort

When the federal government was investigating the social service transportation in the United States they found 62 programs that provided some sort of funding. Of these, only 40 programs could actually identify their costs.

- Coordination offers a way to get benefits of efficiency.

Washington State is one of the first places to look at defining coordination performance measures. The information must be useful for the people collecting and analyzing the data. You need to ask yourself, "Am I doing the right thing and am I doing things right?"

Four things to look at:

1. The market
2. Performance measures
3. Service attributes
4. Service assessments
    - Acceptability
    - Adaptability
    - Accessibility
    - Affordability
    - Availability
    - Assessments
    - Achievements

Assessments – how do customers rate the service, would they recommend the service to a friend?
Achievements – outcomes, does it keep people independent, give them the ability to be productive, participate in their community?

Coordination is sharing transportation resources for the overall benefit of the community.

Goals should be to:

1. Efficient use of resources
2. Enhance mobility within and between communities

If you can achieve coordination you get:

1. Access to more sources of funding
2. Lower service costs
3. Greater service consumption
4. Mobility
5. Greater economic development

Jon warned the group that by focusing on reducing costs you could negatively impact service quality and service assessments measurements.

For example, you could reduce costs by hiring fewer drivers, hiring fewer administrators and lowering the cost of overhead. This could mean that you put more people on a vehicle but the customer doesn't like the service as much. Coordination can mean change and there are consequences to change.

Jon stated that if only one-third of the recipients of federal funds were to become involved in coordinated transportation, there could be $700m gained in benefits. In his studies, he has seen 15-25% increase in cost effectiveness through coordination.

Coordination is risk taking. It is stepping outside your comfort zone. Look at the missions of each organization, communicate, gather, develop plans, implement plans, discuss. Identify your common interests, by doing this you will be more productive and more efficient.

Jon spoke about the successes and challenges of coordination in various states including: SC, NC, MI, OR, NM, ME, AZ, CA, PA, IN

IV. Measurement in the Future: What is Coordinated Transportation?

Faith took the subcommittee through an exercise to define coordinated transportation from stakeholder perspectives. In the categories below we have listed the attributes of a coordinated transportation system.

Purchaser: Cost effective, easily accessible, range of options, consistency of service levels, timely, accountable, efficient, safe, meets the needs of the customer/client
Provider: Access to training resources, continuous service improvements, aggregated demand, fill vehicles, fair, reliable, timely, dependable, connectivity, service safety, standardization of rules, environmental conditions, problem solving, feedback, flexibility, funding, procurement process, long term funding, simplification of procurement, reporting.
Customer: Comfort, reliability, sustainability**,** consistency, affordable, accessible, accountable, available, acceptable, seamless, simple, safe, meets travel needs, real time and accurate information.
System: Identify infrastructure to support, transportation providers linked to social services, coordinated and integrated planning, state is a world class leader, invisible/expect service to exist and it does, people getting to where they need to go**,** access to services, assumes that the system is in place,

transportation and coordination become a priority in the community, reinvestment of the savings into systems, process, technology.

The discussion then moved to what are some indicators of these attributes of a coordinated public transportation system. After considerable discussion regarding the performance measures for the provider, it was decided that the cost per trip was the measure that comes closest to the goals and mission of ACCT.

There was further discussion on a performance measure for the system. A suggestion was made that the local coordination coalitions use the "United We Ride" self-evaluation tool. The JARC projects may be a system measure of coordinated planning and resource sharing.

V. Closing Remarks

Rep Miloscia said he has had an interest in people with disabilities and special needs transportation for many years working. He has personal experience with these issues through Tacoma Goodwill and a mental health agency. He believes that the ACCT program vision is "All transportation needs including the quality of life of persons with special transportation needs are met with complete customer satisfaction at lowest cost while meeting our organizations principles and values" Rep. Miloscia wants Washington State to be a leader in this effort. He was enthusiastic about the meeting and is interested in continuing to work on the ACCT work plan.

Rep Jarrett is hopeful that we have a better definition of what we are trying to solve. He is very interested in understanding the market place for coordinated transportation. It is challenging to use a business model to develop performance measures for a public service. At this time, he is not focusing so much on the cost, but rather gaining a better understanding of what needs to be done, and how to make it effective.

The meeting was adjourned.