ACCT

Agency Council on Coordinated Transportation

2002 - 2003 Report to the Washington State Legislature

Washington State Department of Transportation

WASHINGTON STATE ACCT AGENCY COUNCIL ON COORDINATED TRANSPORTATION

On the cover: Community Connector driver, David Davila, driver greets Sally Mayo, Chair of the Yakima County Coordinated Transportation Coalition, and her guide dog Mollie.

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Executive Summary

Transportation is essential to quality of life for those with mobility restrictions.

Transportation is fundamental to quality of life, economic vitality, and a vibrant community. While many people choose to drive a car, others simply don't have that option. Citizens invest in public and community transportation to help assure more universal access to education, training, and jobs; child-care; goods and services; medical care; social and recreational activities; and other life necessities. It's our responsibility to make the most of these public dollars, particularly when budget constraints force service reductions.

Coordination is spending smarter

Coordination can help us better manage limited resources. Through coordination, we can:

- Offer more rides to more people, serving a greater number of people within current resources
- Eliminate duplication and inefficiency
- Avoid or reduce the amount of service cutbacks that might otherwise be necessary
- Attract new money by demonstrating wise use of scarce resources and responsiveness to community need
- Increase service standards through coordination of such things as training, maintenance, and regulations

Though coordination makes sense intuitively, it may be difficult to achieve, at least initially. Public programs and private companies operate under different funding mandates, rules, regulations, administrative structures, geographic boundaries, and cultural outlooks. Some of these are in place for good reasons and will be difficult to change. Others are simply barriers that have been unintentionally established. Overcoming these barriers takes commitment and ingenious solutions, but the rewards are worth the effort.

The Pierce County Coalition estimates if they save one dollar on each trip, they can provide an additional 25,000 rides each year.

ACCT supports coordination

The Washington State Legislature created the Agency Council on Coordinated Transportation (ACCT) in 1998. ACCT provides a structure to promote coordination and improve transportation options for older citizens, people with low incomes, people with disabilities, and children. In 1999, the Legislature amended the ACCT statute, expanding the responsibilities of the Council and the role of ACCT and becoming the first state to define coordination by statute.

RCW 47.06B outlines a complex and ambitious work agenda for ACCT. The statute requires the Council to report to the Legislature every two years, beginning in December 2000. This report:

- Summarizes the progress made in implementing the ACCT legislation
- Describes coordination successes
- Describes the barriers that impede success and offers suggestions for overcoming them
- Requests changes to the ACCT statute to improve the effectiveness of ACCT

What were ACCT's key accomplishments in 2001 and 2002?

Andrew Johnson, ACCT Council Member and Transportation Policy Advisor in the Office of the Governor says "ACCT seeks to achieve efficiencies by bringing transportation users and providers together."

In spite of many challenges and lack of funding, ACCT promoted coordination and efficiency by:

- Implementing the provisions of the ACCT legislation
- Building statewide momentum for improving the efficiency of special needs transportation
- Supporting state agencies and local communities as they build new partnerships and find ways to do business more efficiently
- Bringing people to the table at the state and local level to work on transportation solutions in a collaborative fashion
- Identifying and addressing barriers to coordination
- Keeping special transportation needs on the radar screen as the state addresses major transportation infrastructure needs
- Helping the Washington Transportation Initiative bring millions of federal dollars into the state to provide transportation services for low-income people going to work, child care, and work related activities
- Producing a best practices manual for establishing and running a volunteer driver program
- Joining the state of Oregon in developing a bi-state automated trip planner
- Implementing projects to improve transportation services

Details on these accomplishments are provided in the following chapters.

What are the next steps for ACCT?

In order to plan for its next steps, the council conducted a survey on the performance of ACCT and held a retreat to:

- Review and assess progress in implementing the ACCT legislation
- Analyze the results of the performance survey (a summary of the results is included in Appendix E)
- Determine areas of activity that are likely to produce results and be successful
- Prioritize and limit the scope of ACCT to those key areas

Priorities for ACCT

During its retreat, the council decided that ACCT should focus on the following priorities:

Identify and Address Barriers

The Council will focus on identifying and removing barriers to coordination. It will advocate for changes that:

a. Increase the number of trips utilizing existing transit, social service, school, and other transportation resources
b. Reduce per trip costs of special needs transportation
c. Enable willing communities to coordinate pupil transportation and community transportation
d. Decrease costs of liability insurance for transportation providers, particularly for small agencies and in Eastern Washington
e. Address unmet need
f. Result in a transportation system that is easy to understand and usable by people with special transportation needs

Focus on Results

The Council will operate in a results-oriented fashion. They will:

a. Establish baseline data for transportation funding, cost per trip, number of trips, and other indicators
b. Identify goals and objectives based on baseline data and unmet need
c. Establish a methodology for measuring change
d. Establish specific measurable targets and deliverables for the Program for Agency Coordinated Transportation (PACT), the local coalitions, and any organization getting funding through ACCT

Increase Advocacy

A primary Council role is to advocate for coordinated special needs transportation. Council members will increase their advocacy by:

a. Providing testimony before the House and Senate transportation, social service, and fiscal committees
b. Increasing coordination leadership within state agencies

Funding based on results

The Council will advocate for continued funding of ACCT operations and local coordination activities. Grant funding will be allocated based on achievement of results.

What does ACCT need from the Legislature?

During the retreat the council arrived at the following recommendations:

Change the council structure

Amend RCW 47.06B.020 to change the structure of the council by deleting the legislative members and adding four additional state agency and local members.

Honor legislator's time

Instead of having legislators serve on the council, require ACCT to have a reporting relationship with the Legislative Transportation Committee. The legislators who have served on the council provided valuable guidance, perspective, and insights during the start-up phase of ACCT. At this point an oversight role rather than a participant role may be a more efficient use of legislative time.

Add state and local representation

To get fuller representation on the council add four voting members to the Council who represent:

- Washington Association of Cities
- Washington Association of Counties
- Department of Community, Trade, and Economic Development
- Employment Security Department

Focus council duties on specific priorities

Amend RCW 47.06B030 to delete the duties listed there and replace them with the following:

1. Identify and address barriers to transportation coordination
2. Establish a work plan with measurable results for state agencies, local coordinated transportation coalitions, and other organizations receiving ACCT funds
3. Advocate for the coordination of special transportation needs
4. Pursue funding opportunities and award coordination, implementation, and demonstration grants to achieve coordination goals
5. Report progress to the Legislative Transportation Committee each year

.

Provide funds to support ACCT activities

Lack of sufficient funding continues to hamper the progress of ACCT and the counties working to implement coordinated transportation systems. The current state budget and economic picture may hinder funding for service coordination. However this is exactly what is needed during austere times so scarce resources are used to best advantage.

The legislature needs to support local efforts until planning is accomplished, design is implemented, and progress is evaluated. This means support for the long term, understanding that real savings and efficiencies will occur over time.

In Pierce County, 40% of the ADA trips provided by Pierce Transit are to take people to social and health services programs.

Link transportation and human services programs

Programs cannot succeed if people cannot access them. Federal, state, and local governments make major investments in education, health, employment, financial assistance, and human service programs to improve the quality of life and the economic self-sufficiency of citizens.

Responsibility for transporting those with special transportation needs must be shared between social service agencies and transportation programs. Financial support from both the transportation budget and the state general fund would show how we can transcend program and agency barriers to reach a common goal. Joint program planning will also build these links.

Provide adequate, sustainable funding for public and special needs transportation

When funding for basic transportation services is inadequate, it is difficult to engage transportation agencies and programs in coordination activities. Their attention is distracted by the need to secure operational funding. The need for special needs transportation is greater than the capacity to deliver services, even if services were better coordinated.

Success in the Long Term

Ultimately, ACCT should disappear. But not now. There is too much critically important work to be done to move coordinated transportation forward in this state. The time will come when ACCT is no longer needed. That will be its true measure of success – when coordination has been institutionalized as the way of doing business and there is no need for the ACCT structure. In the meantime, ACCT deserves the full support of the legislature.

1 Coordination - Why Is It Important?

Coordination is a tool for increasing mobility and access for people who cannot provide or purchase their own transportation.

A coordinated transportation system can serve all populations with special transportation needs.

Why is coordination more important than ever?

Coordination is more important than ever if vulnerable populations are to access necessary goods, services, employment, and other life enhancing activities.

Resources are scarce

Across the state, public programs struggle to provide services with diminished resources. Even with some legislative relief and local tax increases, transit system revenue has not kept up with demand. Transit systems now compete with community transportation providers for a diminished pot of grant and other funding opportunities.

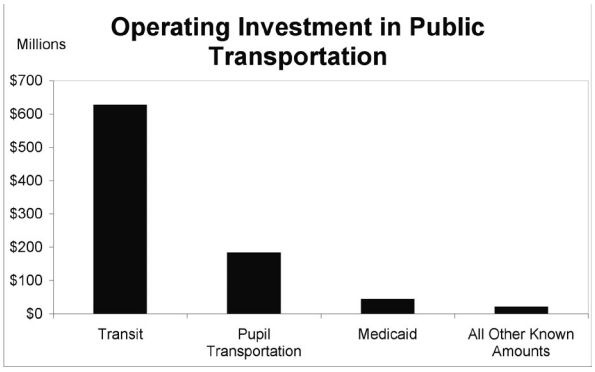
The downturn in the state's economy led to major cuts in social and health services programs. Often transportation is mistakenly categorized as not directly essential to the program mission. Therefore social service programs reduce or eliminate funding support for transportation.

Significant public dollars are invested in transporting people

Taxpayer dollars fund our programs for transporting people. It is important to use these scarce resources as effectively and efficiently as possible.

ACCT envisions that each community transportation system will:

- Serve all people with special transportation needs
- Efficiently use community resources, including non-traditional ones
- Be easy to access regardless of who needs the ride or who pays for it
- Be integrated and interdependent
- Contribute to a livable community, a vital economy, and a sustainable environment



Publicly sponsored transportation includes:

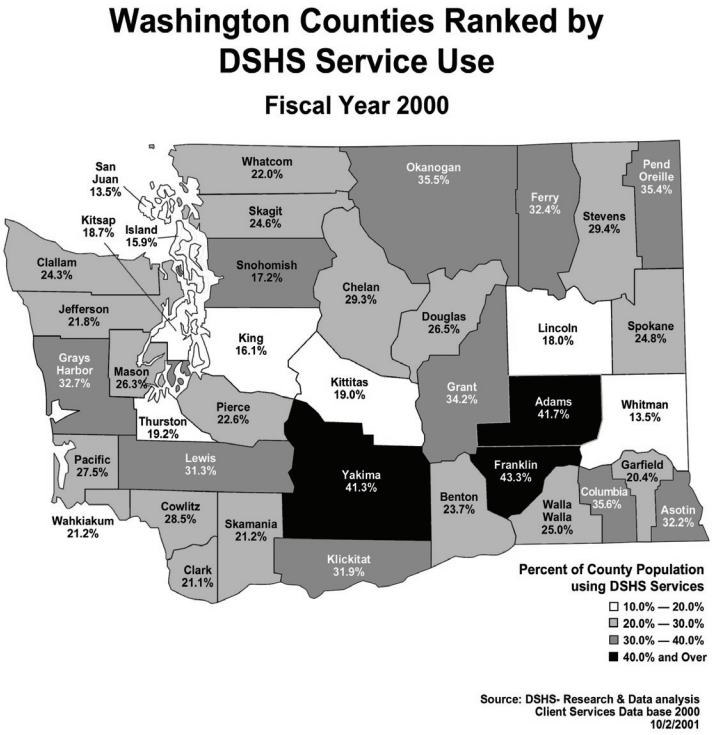
- Pupil transportation - $184,100,186 per year, of which $127,499,857 is for basic education and $56,600,329 is for special education transportation
- Transit systems - $627,697,729 per year, of which $512,243,512 is for fixed route, $4,709,317 for deviated route, $90,387,039 is for demand response services and the balance for commuter rail, ferries and van pool programs.
- Medicaid transportation - $44,948,038
- Other programs – approximately $21.5 million. This category includes transportation funded by programs such as the Older Americans Act, Work First, WSDOT rural mobility and FTA grants to non-transit providers, Veterans services, Vocational Rehabilitation, Developmentally Disabilities, Community Development Block grants and the Retired Senior Volunteer Services program**. Note:** the true amount of transportation dollars spent in this category is largely unknown, as many social service providers do not track the amounts of money spent on transportation.

Coordination enables these dollars to provide more rides for more people.

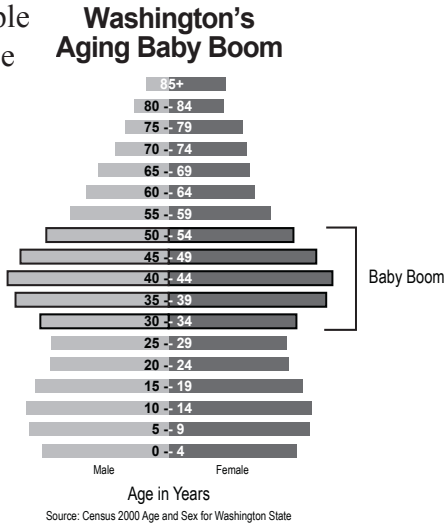
More people need assistance with transportation

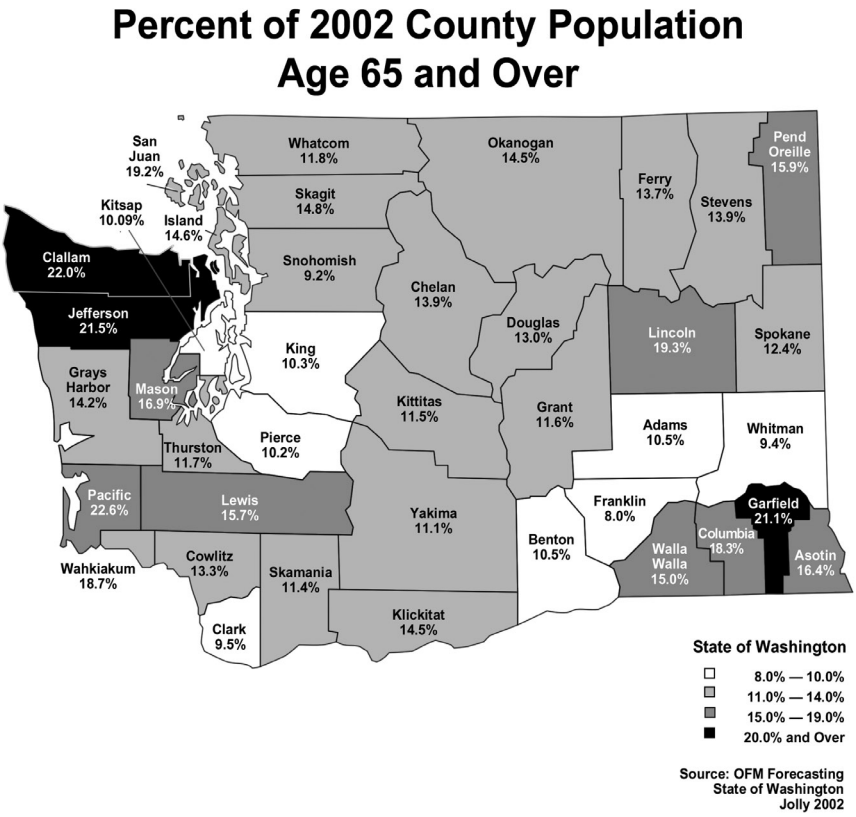
According to the 2000 census the population of Washington is now 5,894,121. Many need help with transportation:

- **1,290,485 per year use one or more services from the Washington State Department of Social and Health Services (DSHS).** This represents 21.9 percent of the state's population. Use of DSHS services ranges from 43.3 percent of the population in Franklin County to 13.5 percent in Whitman County

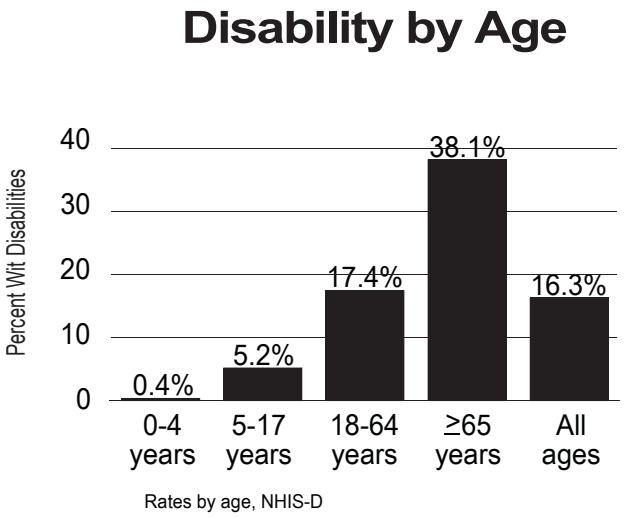


- **More than 663,000 Washington State residents, nearly 12 percent, are over the age of 65.** This percentage will increase even more rapidly as baby boomers age, with the number of people over 65 doubling in the next 20 years. Studies show that as people age they outlive their ability to drive by 6 to 8 years



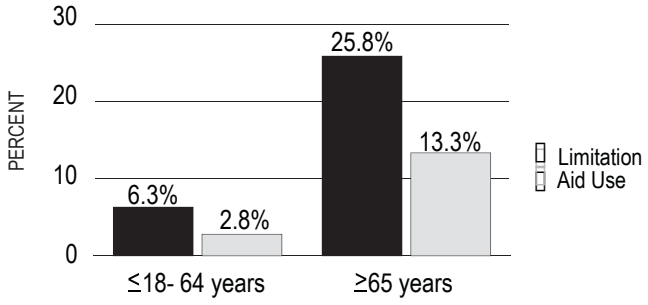


- **Nearly 960,000 children attend our public schools**. That number is projected to grow by 1 percent per year for the next several years. State funding for school transportation covers about 65 percent of transportation costs school districts incur. Few districts are able to provide special purpose trips and transportation for after-school activities
- **Over 981,000 Washington residents over the age of five have a disability that affects daily life.**



- 104,000 people with developmental disabilities live in the State. An estimated 95 percent are unable to drive, yet may live and work in community settings that require mobility.
- Six percent of adults under 65, 228,000 Washington residents, have physical disabilities that affect their ability to walk and get around outside the home. The percentage of those over 65 with mobility impairments is nearly 26%.

Mobility Limitation and Mobility Aid Use

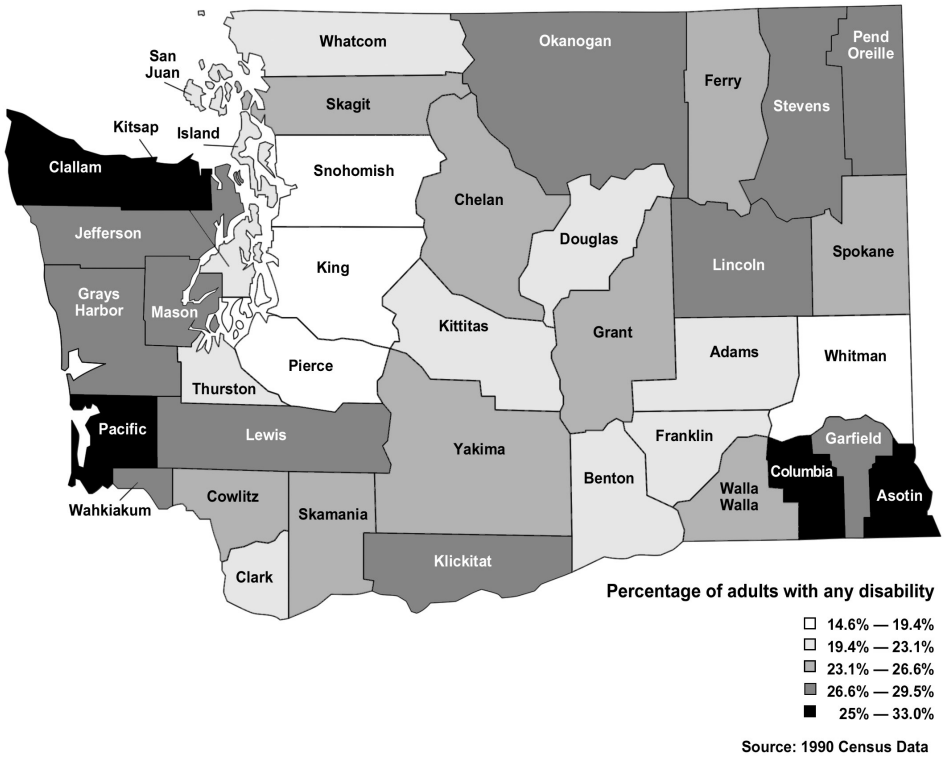


Rates by age, NHIS-D

- Sensory limitations severe enough to affect everyday life afflict about 5% of the adult population - 214,000 people, though complete inability to hear or see affects less than one percent of the population, The rate of visual and hearing limitations increases with age.

Where do People with Disabilities in Washington Live?

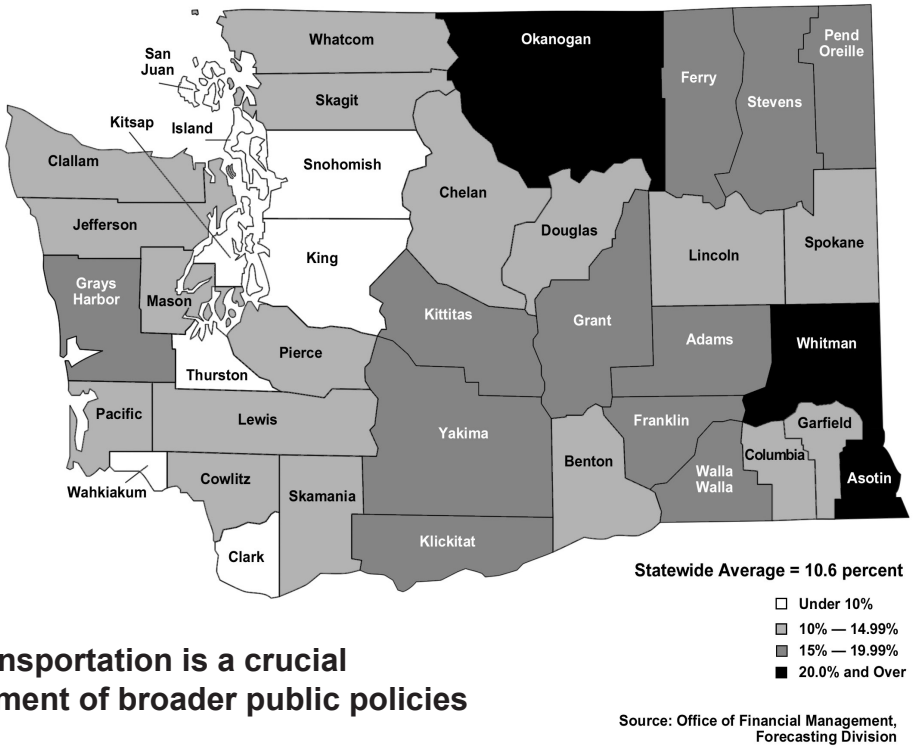
Percent of Washington Adults with Any Disability



Source: 1990 Census Data

- **More than 650,000 veterans live in the state**. Veterans face increasing age and disability concerns. The Veterans Administration provides medical services for veterans at only four locations. Transportation to those centers is a critical issue in providing adequate medical care to veterans
- **10.6 percent of Washington's population falls below the federal poverty level.** In some counties, this figure approaches 20 percent. Many low-income individuals and families are unable to afford a car, or the gas, insurance, and repairs to operate a vehicle

Percent of Persons in Poverty
Washington State

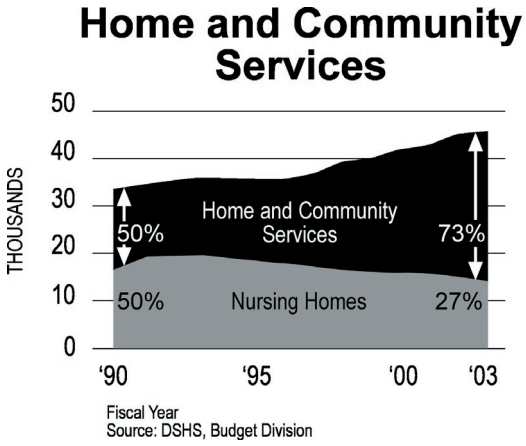


Transportation is a crucial element of broader public policies

State policy impacts transportation needs.

Keep people in community settings, not institutions

Washington State values keeping people in their homes and community rather than moving them into institutions. In order for people to stay in community settings, transportation to necessary medical and support services is essential.



Public transportation and affordable housing must work together

The cost of housing in urban areas makes it difficult for people of low-income to afford housing. As a result, many people with low incomes live in rural areas. Only limited, if any, public transportation is available in these areas. Some federal Housing and Urban

Development funds for affordable housing developments require reasonable access to public transportation.

Foster self-sufficiency, not public dependence

Washington state has implemented policy initiatives is to move people from dependence on public programs to self-sufficiency. The state's WorkFirst program strictly requires low-income households to participate in work preparation, work search, and employment activities. Other initiatives encourage employment for seniors and people with disabilities. Especially in rural communities, participants experience transportation as a significant barrier.

Develop one-stop shopping for public services

The state also intends to create more "one-stop shopping" opportunities for users of certain public services. Such strategies include co-location of government facilities and the DSHS "No Wrong Door" project to ensure that clients locate services no matter where they enter the system. Transportation coordination can provide a "one-stop" for people with special transportation needs.

Secretary of Transportation Doug McDonald (center), with fellow panelists Mary Jo Cady, Executive Director of the Community Transportation Association Northwest (left), and State Senator Georgia Gardner (right), address participants at the "Emerging Majority" festival on preparing for the transportation needs of an aging population.

2 ACCT & How It Works

People who cannot transport themselves rely on public transportation for basic mobility.

The Agency Council on Coordinated Transportation (ACCT) was created by the Legislature in 1998 and codified in Chapter 47.06B RCW.

Why did the Legislature create ACCT?

The statute describes the legislative intent underlying ACCT:

"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 cannot 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."

Who are *persons with special transportation needs*?

Persons with special needs are defined as people "including their personal attendants, who because of physical or mental disability, income status, or age are unable to transport themselves or purchase transportation."

What are the major barriers to coordination?

To deliver coordinated and efficient special needs transportation we must overcome significant hurdles. These include:

- **A dizzying array of regulations and funding sources**

  Transportation systems and services were developed incrementally, independently, and in isolation over the last few decades. A dizzying array of government, non-profit and private organizations regulate, sponsor and provide these services. Appendix D contains a flow chart of funds from the various federal, state, and local programs involved in special transportation needs.

- **Individual missions, limited resources**
  Each of the organizations involved in special needs transportation measures success based upon their specific, individual mission.

Resources to meet these primary goals are typically far less than adequate. Coordination and long-term, community-wide efficiency are generally low on organizational priority lists.

"If we in the state agencies have created barriers to coordination, then we need to remove those barriers." asserts Paula Hammond, chair of the ACCT Council and Chief of Staff for the Department of Transportation.

- **Time and money**

  We are still in the early phase of coordination. This stage is frustrating to all involved because payoffs are not immediate. However, the work underway today is the required foundation for future success. Progress is slower than everyone wishes because resources fall short of what is needed. While coordination will payoff in the long run, start-up seed dollars are necessary first.

- **The need for data, measurements, and Evaluation Criteria**

  Data to demonstrate the success of coordination is scarce at this point. Staff time and money required to define measurement criteria, collect and report data, and evaluate successes have not been available.

- **Building trust**

  Organizations need to develop a level of trust. Many are accustomed to behaving as competitors, not partners. This is not an insurmountable problem. A strong ACCT council and a strong charter for the council helps move this issue forward.

What is ACCT?

ACCT is a council of state agencies, transportation providers, consumer advocates, and legislators promoting coordination as the key to improving transportation services for those with special transportation needs.

Council member Bernice Robinson represents the interests of people with disabilities. At her job with the Federal Aviation Administration, she helps people with disabilities negotiate barriers to employment, including transportation.

How is the membership decided?

The membership of ACCT is set by statute and includes:

Permanent members

- Office of the Superintendent of Public Instruction
- Department of Social and Health Services
- Department of Transportation.

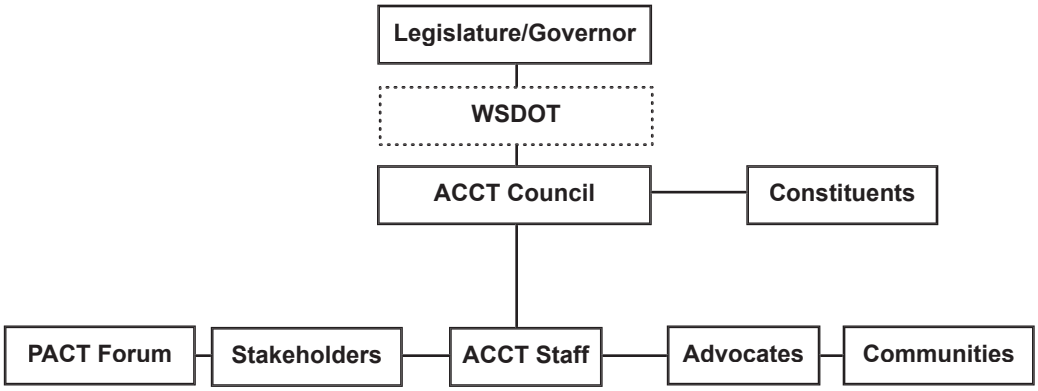
Appointees of the Governor

The Governor appoints six members to two-year terms:
- Three transportation provider representatives
- Two consumer representatives
- One representative from the Governor's office

Legislative members

The leadership in the Senate and the House of Representatives appoints the eight legislative members.

How is ACCT structured?



ACCT created an organizational structure to facilitate coordination.

What are the roles of ACCT participants?

The Council

The Council:

- Provides oversight and direction to the state's coordination agenda
- Promotes the coordination of special needs transportation at the state and local level
- Guides the work of staff and work groups
- Initiates change by approving seed money, project grants, and demonstration projects
- Proposes legislative remedies for barriers preventing coordination

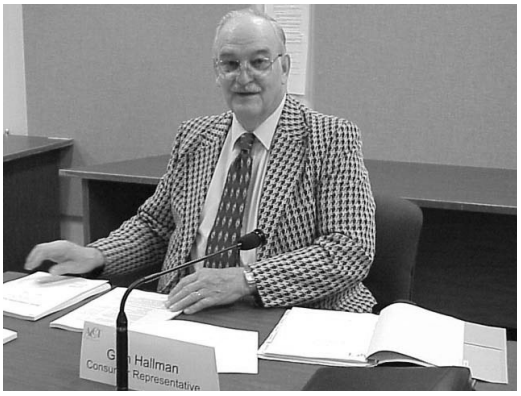
The Council holds open public meetings on the first Friday of even months to conduct its business. Sub-committees are formed as needed to work on specific issues.

Council members Mike Harbour, Washington State Transit Association, Andrew Johnsen, Governor's Office, and State Representative Fred Jarrett at a recent council meeting.

Constituents

Each member of the Council represents a constituency:

- The state agency members represent staff who deliver programs and/or provide transportation funds for seniors, low income, children, and people with disabilities. Their clients need transportation in order to access services
- The provider members represent organizations that deliver transportation services to persons with special needs. They are concerned about operational implications at the community level
- The consumer representatives are connected to networks that advocate for those who need transportation assistance to access services
- The legislative members sit on committees that oversee transportation services and funding



Council member Glen Hallman represents the interests of seniors.

Council members extend the reach of ACCT by communicating with their constituents and engaging them in the coordination activities that ACCT promotes.

Staff for the Council

Staff administer the ACCT program, provide support to the Council, communicate with stakeholders, facilitate PACT Forum activities, and carry out the ACCT work plan.

ACCT received staff support through a variety of mechanisms during the 2001- 2003 biennium:

- Washington State's Department of Social and Health Services (DSHS) funds the position of the Program Administrator, who is housed within the Department of Transportation. For the second year of the biennium, the Federal Transit Administration Job Access and Reverse Commute grant matched the DSHS funds
- The Washington State Department of Transportation (WSDOT) provides institutional support, including office space, personnel, computer support, payroll, supplies, accounting and budget services. WSDOT also lends staff support to ACCT activities
- The ACCT appropriation funds half of a secretary, a transportation planning specialist and a part-time community coordinator. These staff are housed at WSDOT

Program for Agency Coordinated Transportation (PACT) Forum

The PACT Forum serves as an advisory board to ACCT and a permanent ACCT work group. Twenty-one state programs participate in the forum, which meets monthly to discuss interagency and local coordination issues and develop strategies to improve coordination. State agencies are developing internal policy to promote the coordination of special transportation needs.

Communities

Transportation is delivered at the community level. Communities ensure that transportation is coordinated to make the best use of all the resources available to the community. In terms of service coordination, "community" generally refers to a county or group of counties.

Eighteen coalitions received small coordination grants from ACCT to begin developing coordinated systems—the hard work required before rides and resources can be shared. A few counties are actively working to coordinate even without a grant, notably King county. Many communities believe they must use resources more efficiently if they are to meet community transportation needs.

As they move toward a coordinated delivery system for special transportation needs, communities go through a series of steps:

- Form a special transportation needs coalition
- Develop formal structures and working agreements for coalition members
- Conduct an inventory of transportation infrastructure, resources, and needs
- Develop and adopt a coordination plan that meets community needs
- Implement the coordination plan
- Evaluate the impact on costs and service levels

Most ACCT counties have reached the stage of developing their coordination plan. Several are on the verge of implementation.

Other stakeholders and advocates

Many people around the state are interested in coordination and in improving transportation for people with special transportation needs. Not all are included in the Council member constituent groups or are located in counties that have active transportation coalitions.

ACCT maintains an extensive mailing list to communicate with stakeholders and advocates. Stakeholders and advocates provide feedback on work products, participate in work groups, and often attend ACCT meetings. They also alert the Council to problems and advocate for coordination and improved services for people with special transportation needs.

What is the two-tiered approach to coordination?

The ACCT legislation recognizes that coordination needs to happen at two levels: state agency and local.

State agency coordination

State agency coordination provides a foundation for local coordination. State agencies may coordinate:

- Planning and policy development
- Contracting
- Awarding grants
- Siting facilities

Local coordination

ACCT supports local development of coordinated transportation delivery systems for people with special transportation needs. These coordinated systems:

- Result from comprehensive community planning processes
- Maximize the use of all community resources
- Meet local needs

What progress has ACCT made implementing its founding legislation?

The statute states that "to assure implementation of the Program for Agency Coordinated Transportation, the Council, in coordination with stakeholders, shall":

1. Develop guidelines for local planning of coordinated transportation in accordance with Chapter 47.06B

A stakeholder work group developed the Local Planning Guidelines, a comprehensive manual for communities to use when forming local transportation coalitions and designing coordinated systems. ACCT will review and revise this document based on the community experience.

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

The 2001-03 biennial budget allowed ACCT to fund eighteen coalitions at a minimal level. King County started a coordination work group without ACCT funding.

As funding is available, ACCT will continue to add counties until all thirty-nine have had an opportunity to develop and implement coordinated transportation systems for people with special transportation needs.

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

ACCT has worked with all of the counties receiving coordination grants to guide them through the selection of a lead agency and the formation of a transportation coalition. ACCT continues to provide technical assistance to counties whether or not they are funded.

The PACT Forum meets monthly to work on state level coordination issues. Pictured from ledt to right - Ian Horlor, DSHS, Nancy Hanna, CTED, and Don Chartock, ACCT/WSDOT

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

ACCT provides a state-level forum in two ways:

- The Council meets on the first Friday of even months. These meetings are open to the public and focus on coordination and

program policy issues
- The PACT Forum, consisting of representatives from the state agencies that have a stake in special transportation needs, meets monthly to address policy and coordination issues. It serves as an advisory body to the Council

5. Provide guidelines for state agencies to use in creating policies, rules, and procedures to encourage the participation of their constituents in community-based planning and coordination, in accordance with this chapter

A work group of the PACT Forum drafted guidelines for developing internal coordination policies and a process to help state agencies determine their status under the ACCT legislation. The document asked those affected to develop policies for the coordination of special transportation needs.

To date the following state agencies have adopted special transportation needs coordination policies.
- The Department of Social and Health Services
- The Office of the Superintendent of Public Instruction
- The Washington State Department of Transportation

The following state agencies have developed a coordination policy, but it has not yet been formally adopted by the agency:
- The Department of Community, Trade, and Economic Development
- The Employment Security Department
- The Veterans Administration

The following state agencies have not yet developed or adopted a coordination policy:
- The Department of Health
- Services for the Blind
- School for the Blind
- School for the Deaf

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

Communities bring issues to the PACT Forum when state level action is required. This may result in the formation of workgroups or facilitated discussions between state agencies and community providers and stakeholders.

7. Develop and test models for determining the impacts of facility siting and program policy decisions on transportation costs

Limited resources prevented work on this provision..

8. Develop methodologies and provide support to local and state agencies in identifying transportation costs

The PACT Forum formed a work group to first step define *transportation cost*. Consensus was reached on a basic definition. No work has been done to apply the definition to tracking and reporting cost. This is a labor intensive activity.

9. Develop guidelines for setting performance measures and evaluating performance

The foundation for evaluating performance is set in two ways:

Local

The Local Planning Guidelines define a coordinated system and provide a road map for achieving such a system. Counties must set performance measures for their systems and develop an evaluation protocol, with technical assistance from ACCT. This will provide a basis for evaluation in the future.

State

State agencies will develop their own internal coordination policies. This will provide a basis for setting agency performance measures and evaluating agency performance.

ACCT will prioritize the complex task of developing performance measures to assess the impact of coordination.

10. Develop monitoring reporting criteria and processes to assess state and local level of participation

As addressed above, the foundation is in place to develop reporting criteria and to assess participation at both the state and local level.

State agency coordination policies call for periodic reporting on agency participation. In addition, all ACCT grant recipients must submit written reports on their progress.

11. Administer and manage grant funds to develop, test, and facilitate the implementation of coordinated systems

ACCT is currently awarding and managing two types of grants:

- Demonstration grants to test specific aspects of transportation coordination through multi-agency partnerships
- Coordination grants to support counties as they form transportation coalitions and design and implement coordinated systems

In addition, on behalf of the state, ACCT is part of the WorkFirst Transportation Initiative Team, which applies for Job Access grants from the Federal Transit Administration and, in turn, awards grants to local projects.

Tom Gray, DSHS Medical Assistance and Rick Maesner, Transpro special needs transportation provider, inform the council that inconsistent and duplicative regulations and standards drive up costs.

12. Develop minimum standards for safety, driver training, and vehicles, and provide models for processes and technology to support coordinated service delivery

One ACCT work group created a Volunteer Drivers manual to provide standards for running a volunteer driver program.

Another ACCT work group is currently addressing standards for, and regulation of providers of special needs transportation.

13. Provide a clearinghouse for sharing information about transportation coordination best practices and experiences

A number of activities are underway to meet this requirement:

- ACCT continues development of a web site to share information and connect people with resources
- The local managers of the ACCT grants meet quarterly to share experiences, ideas, and products
- ACCT maintains a large mailing list and widely distributes meeting minutes and other materials to inform interested parties about coordination activities in this state and elsewhere
- Staff make presentations and conduct workshops at conferences and meetings in order to expand the ACCT network and advance the coordination agenda

The Thurston County Coalition's Insurance Forum gave People For People's Kathy Parker (left) and Marilyn Mason-Plunkett (right) a chance to compare Washington and Oregon insurance practices with Jean Palmateer (center) of the Oregon Department of Transportation.

14. Promote research and development of methods and tools to improve the performance of transportation coordination in the state

Smart cards to allocate costs

ACCT is monitoring a King County Metro Smart Card project that employs a swipe-card and allocation formula to distribute costs when passengers transfer between transit systems. Once implemented, others can use this technology to overcome a major coordination barrier: sharing costs when clients of multiple programs share a vehicle.

Trip Planner

ACCT initiated action on a two-state automated trip planner. This will enable users to identify transportation options and plan trips across jurisdictional boundaries and transportation modes.

Stakeholders learn about the bi-state Trip Planner Project.

Spokane LIFTS project

ACCT supports a project in Spokane to coordinate data from transit routes, childcare centers, training sites, employment sites, and low income housing locations in a Geographic Information System format. This will allow people to make employment, childcare and housing decisions based on the availability of transportation.

Barbara Singleton from the Community Transportation Association of America provided technical assistance to several of the ACCT local coalitions. Seen here answering questions from an elderly coalition member in Mason county.

15. Provide technical assistance and support to communities

A primary responsibility of the ACCT staff is to provide technical assistance to any community or state agency that requests it. Technical assistance includes such activities as:

- Explaining the ACCT legislation and its requirements
- Forming local transportation coalitions
- Obtaining data
- Designing surveys
- Sharing best practices, as well as unsuccessful ventures
- Identifying and applying for other sources of funding
- Explaining the various models of coordination
- Identifying design options for coordinated systems

In addition, the members of the WorkFirst Transportation Initiative team provide technical assistance to communities and agencies that have applied or will apply for a Job Access and Reverse Commute grants.

16. Facilitate, monitor, provide funding as available, and give technical support to local planning processes

The ACCT council designated support of community planning processes as the number one priority of ACCT. The bulk of ACCT money is allocated to counties in the form of coordination or demonstration grants. ACCT and WSDOT staff and PACT Forum members help communities with their local coordination activities.

ACCT convened a work group to find common ground on regulations and standards for special needs transportation. Pictured- Kathy Nevin from the Washington State Ambulance Association, Jim Seeks from HopeLink, and Angela Barbre from People For People.

17. Form, convene, and give staff support to stakeholder work groups as needed to continue work on removing barriers to coordinated transportation

The PACT Forum and stakeholders formed a number of work groups that focus on key issues.

18. Advocate for the coordination of transportation for people with special transportation needs at the federal, state, and local levels

ACCT staff takes its advocacy role seriously, working constantly to ensure that special transportation needs are addressed in a coordinated fashion.

19. Recommend to the Legislature changes in laws to assist coordination of transportation services

In the 2001 and 2002 legislative session ACCT advanced legislation to amend the ACCT statute to include a statement clarifying the state's role and responsibilities for addressing the transportation needs of people with special transportation needs. In both years bills passed the Senate but were not heard in the House of Representatives. In the 2003 legislative session ACCT will again request that the bill be introduced.

The ACCT council voted to advance a bill to allow a non-ambulance transportation option for people who must travel in a prone position, yet are otherwise healthy and do not require any medical attention in route.

ACCT will also pursue legislation to create a fair, simple, and statewide set of standards and regulation procedures for providers of special needs transportation, whether they are private for profit or non-profit.

20. Petition the Office of Financial Management to make whatever changes are deemed necessary to identify transportation costs in all executive agency budgets

The PACT Forum convened a work group to define transportation costs and develop a mechanism to help track those costs.

21. Report to the Legislature by December 1, 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

In December 1999, ACCT provided a supplemental report on the results of the 1998–1999 demonstration projects. In December 2000 ACCT submitted its first full Report to the Legislature

This report constitutes the 2002 Report to the Legislature.

What is the budget for ACCT?

ACCT Budget July 2001 through June 30, 2003	Amount
Administration	$267,360
County Coordination grants	$428,511
Implementation and Demonstration grants	$116,339
Consultant Contracts – Schools, Medicaid, Communication	$61,790
TOTAL	**$874,000**

Other agencies' contributions to ACCT and ACCT Related Activities	Agency	Amount
Council support	WSDOT	$25,000
ACCT Administration	DSHS	$150,000
	JARC	$80,000
WorkFirst Transportation Initiative -Job Access and Reverse Commute Grants	CTED – WTI Project Management	$62,000
	WorkFirst (state match)	$1,838,000
	FTA/WSDOT	$2,100,000
ACCT Program Support		
• Communications	WSDOT	$70,000
• Trip Planner	WSDOT	$50,000
• Volunteer Driver	WSDOT	$10,000
Local funds spent on coordination projects		**Considerable**
State agency staff time to support PACT Forum work groups		**Considerable**
TOTAL		$4,385,000

Totals do not include local funds and state and local staff time spent on coordination projects and work groups.

3 ACCT and State Level Activities

The Agency Council on Coordinated Transportation (ACCT) employs a two-tiered approach to coordinating transportation for those with special transportation needs. One tier is state level activities. The Council and ACCT and state agency staff address issues that have statewide relevance and cannot be effectively addressed by individual communities.

This chapter describes the structure for addressing these statewide issues and highlights a few key areas of activity.

PACT forum

In the Program for Agency Coordination Transportation (PACT) Forum, state agencies meet to discuss and resolve policy issues. The PACT Forum serves as an advisory group to the Council, provides support to the community coalitions, and convenes work groups on specific issues.

The PACT Forum provides state programs a voice in addressing issues related to transportation coordination. The forum consists of representatives from the stat e agencies that:

- Purchase transportation for clients
- Provide transportation
- Award grants for transportation purposes
- Offer services to clients who cannot access those services without transportation
- Arrange transportation for clients

The Pact Forum meets monthly to work on state level coordination. Pictured here are members Tom Gray, DSHS Medical Assistance, Jill TeVelde, OSPI, and Ruth Leionard, DSHS Alcohol and Substance Abuse.

WorkFirst Transportation Initiative (WTI) and JARC grants

In 1999 the Federal Transit Administration implemented the Job Access and Reverse Commute (JARC) grant program. JARC recognizes that a lack of transportation prevents low-income people from getting to jobs, education, training, child-care, and other job related activities. The program offers grants to address work-related transportation gaps that are identified by communities through a collaborative planning process.

ACCT quickly realized that the JARC grants could unintentionally foster fragmented and uncoordinated transportation service delivery.

To bring JARC into a coordination framework, ACCT launched the WorkFirst Transportation Initiative (WTI). The WTI uses a team approach to address transportation barriers for WorkFirst clients.

Another reason for the state to take an interest in JARC grants is that lack of adequate transportation and child care are two of the biggest barriers to economic empowerment for the state's low-income population. WTI links state and local WorkFirst planning to ACCT coordination activities and seeks funds to enhance transportation for low-income people striving to get to work.

The WTI employs a unique approach to JARC grants. The state applies for the federal grant funds on behalf of sub-recipients. The WTI Team selects coordinated projects that meet the goals of JARC, WorkFirst, and ACCT. Through this process, the WTI ensures that the grant money advances major state policy agendas in a coordinated fashion.

Who is on is the WTI team?

WorkFirst Transportation Initiative team members distribute grants for coordinating communities to provide transportation to jobs, child care, and job related activities. Pictured from left to right Ian Horlor, DSHS WorkFirst, Janet Abbett, Trade and Economic Development, Nancy Hanna, Community Development.

The WTI team is a partnership of:

- Department of Community, Trade, and Economic Development
- Department of Social and Health Services (DSHS)
- Employment Security Department
- Washington State Department of Transportation
- ACCT

The Department of Community, Trade and Economic Development Office of Trade and Economic Development provides a staff person to manage the WTI. WSDOT provides the interface with Federal Transit Administration.

New Money

The WTI has been extremely successful in bringing money into the state to address critical transportation needs:

2000

Through the Federal Transit Administration's competitive process, the WTI received $880,000 to fund seven projects in rural areas of the state. The DSHS WorkFirst program provided the required matching funds totaling $880,000. Communities struggling with the aftermath of the elimination of the Motor Vehicle Excise Tax were unable to generate local matching funds.

2001

The WTI asked for and obtained a $2 million Congressional earmark of JARC funds. Once again, the WorkFirst program committed the required matching funds. Seventeen projects were funded, again

focusing on rural communities. Unfortunately, subsequent budget cuts in DSHS resulted in a withdrawal of $1 million of the matching funds. The energy rebate program contributed $100,000 to fill this gap and local communities will be able to make up some of the balance. However, a shortfall in matching funds will mean that the WTI will have to cut back on projects and forfeit the remaining unmatched JARC funds.

2002

The WTI received a $6 million Congressional earmark of JARC funds. The WTI plans to continue funding for the 2001 projects, and fund additional projects in both rural and urban areas of the state. Again, this is dependent on the availability of matching funds.

2003

The WTI will receive another earmark of JARC funds. The 2002 projects will receive continued funding, to extent possible.

Advancement of policy objectives

The WTI successfully ensures that JARC money is used to enhance state policy objectives. Provisions of receiving money include:

- Involvement of all the key WorkFirst partners, transportation providers, and community based agencies in the planning process
- Collaboration in identifying the work-related transportation gaps in the community
- Agreement among partners as to the best way of addressing the transportation gaps
- Assurance that projects build on and coordinate with existing transportation resources, rather than create new ones
- Determination that projects serve areas of greatest need
- Commitment that projects lead to financial independence for low-income workers who might otherwise require financial support from DSHS and other state programs

School district, Head Start, and community transportation coordination

School transportation, public transit, and Medicaid are the three biggest public transportation systems in Washington State. Given the number of people transported and the dollars spent, a special focus on coordinating with schools is needed.

Mason County's transportation options increased due to efforts by Dave O'Connell, Mason Transit and Sandy Jones, Shelton School District and a coalition of local partners who found a way to coordinate school district and transit transportation.

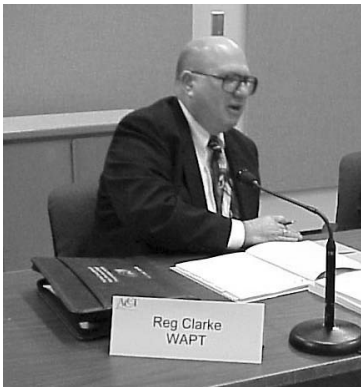
Coordination with school transportation presents unique challenges:

- Although funding for and regulation of school transportation is done through the Office of the Superintendent of Public Instruction (OSPI), decisions on how to provide transportation and whether or not to engage in community partnerships is made by each of the 297 school districts in the state

- Little coordination historically existed between school districts and other community transportation providers, so coordination is considered an exception rather than the norm
- Communities have not considered school buses as part of the mix of available transportation resources, but only as a means to transport children to and from school.
- Safety and liability consideration make school districts reluctant to explore partnership options

Addressing the unique issues involved in coordination with schools

ACCT demonstration projects in 1999-2001 showed that school districts and communities benefit from coordination. However, ACCT needs a way to communicate this message and provide technical assistance tools.



Council member Reg Clarke, representing the Washington Association of Pupil Transportation, sees opportunities for school districts to meet more student transportation needs through coordination with other community providers.

ACCT formed a work group to focus on school, Head Start, and community transportation coordination. The work group consists of representatives from local school districts, Head Start programs, transit systems, other community transportation providers, and state agencies.

The work group decided to focus on five areas:

1. Document the benefits of coordination to school districts

- Identify ways school districts and communities benefit from coordination
- Identify potential additional benefits
- Prepare an education and marketing tool to explain and sell the benefits of coordination

2. Prepare a best practices manual

- Describe successful projects
- Detail the ways perceived barriers have been overcome
- Provide tips for finding solutions within a complex regulatory environment
- Provide samples of interagency agreements, insurance arrangements and other products developed from previous coordination projects

3. Address new issues and barriers

- Identify additional issues and barriers that need to be addressed in order to facilitate coordination
- Respond to issues and problems brought forward by school districts

4. Provide technical assistance to school districts and communities

- Create technical assistance teams to provide on-site assistance to districts and communities upon request

- Conduct workshops at the annual conferences of school personnel associations such as Washington Association of Pupil Transportation, Washington State School Director's Association and Washington Association of School Administrators

5. Help with funding opportunities

- Catalog the potential grants that districts and communities can apply for – Rural Mobility, FTA – and give tips on how to write successful applications
- Distribute demonstration grants through ACCT

To enable the group to move more quickly, ACCT contracted with The Pupil Transportation Safety Institute, a firm with high credibility among school districts, to prepare the best practices technical assistance manual.

When the document is complete, communities will be better able consider coordination partnerships that will allow schools and other providers to better meet the needs of their populations. Practical tools will help establish ways to provide services in partnership.

Washington/Oregon Trip Planner project

ACCT partners identify a lack of information as a barrier to coordination. One of the first ACCT demonstration projects in 1998-99 explored the use of technology as a tool to improve coordination and the use of public transportation. The model developed in this project was an Internet-based tool that offered transportation options for any trip origin and destination within Jefferson County.

WSDOT's Ron Westman chairs Washington's Trip Planner Technical Advisory Committee.

As ACCT explored the feasibility of developing such a tool on a statewide basis, ACCT discovered that the Oregon Department of Transportation was considering a similar tool. Oregon and Washington joined to forces to plan for a Geographic Information System-based Internet trip planner to serve the needs of both states.

What is the trip planner?

The trip planner is a tool to improve transportation services:

- What if someone could get information about all travel options through a single, easy-to-use web site?
- What if they could create a detailed itinerary, based on their trip needs?
- What if they could reserve and prepay in one easy transaction?

The trip planner is an Internet-based, integrated transportation information system. It is designed to reduce barriers to travel and effectively and efficiently increase access and use of transportation services. Capitalizing on efficiencies of the Internet, the trip planner will increase the availability and amount of travel information, including schedules, routes and fares. Participating agencies can access the trip planner and help clients plan necessary trips when a wheelchair lift, infant car seat, or daycare stop is needed.

Why do we want a trip planner?

The trip planner would:

- Dramatically improve the quality and quantity of information about public and special needs transportation services in Washington and Oregon
- Improve the ability of travelers to plan a trip, especially one that uses multiple transportation providers and crosses jurisdictional boundaries
- Improve access and mobility for people who don't own cars and/or cannot drive

Who will use the trip planner?

Individuals, case managers, caregivers, employers, transportation brokers, and anyone who needs help in finding a transportation resource can use the trip planner. It can be used in conjunction with other transportation information resources. For example, someone could check the WSDOT traffic page to determine the congestion level and travel time on a route. If delays are lengthy, they could check the trip planner and find another travel option to reach a destination.

How will the project be structured, funded and implemented?

Trip Planner Project Team leaders Jeanne Ward, ACCT, and Kathy Lindquist, WSDOT Research Department, coordinate Washington's internal and external stakeholder participation in the project.

Structure

The Oregon Department of Transportation (ODOT) leads the project. ODOT conducted a competitive request for proposals process and contracted with a consultant for the phase one work. An intergovernmental agreement spells out the terms of the bi-state partnership.

The states identified a project team, a management team, a steering committee, and a technical advisory committee. The project teams meet monthly.

Funding

The project is approached in phases, with each phase dependent on funding. Each phase is designed to have value and utility, so that if funds are not available to implement the entire project, incremental steps along the way will yield useful products.

Oregon and Washington have worked together on the project for the past two years. The Oregon Department of Transportation, the major source of money for phase one, serves as project lead. Washington, using a combination of ACCT money and Federal Transit Administration planning dollars, pays costs associated with including the state of Washington in the project.

The two states are collaboratively exploring funding options for future phases of the trip planner project.

Implementation

Phase one officially began in November 2002 when the contract was signed with the consultant. Work should be completed by June 2003. Phase one tasks include:

- Conduct workshops to identify system requirements for fixed route services, demand response services, and other options such as shared rides and bicycle routes, and use of the system by human services staff who are helping clients
- Prepare an architectural plan and a cost-benefit analysis
- Prepare an implementation plan
- Develop a statement of work for phase two

The Trip Planner Project Team held focus groups in both states to determine what features are important to transportation providers and their customers. Here Rod Kamm from the Oregon Department of Transportation presents options to a group.

Phase two of the project will begin when a consultant is selected, likely several months after phase one is completed. Phase two will enhance the web portals in ODOT and WSDOT. It will include a GIS base map and basic level of information on fixed route services offered by transit systems, ferries, Amtrak, intercity carriers, community transportation providers, bicycle paths, and private sector providers. Phase two includes:

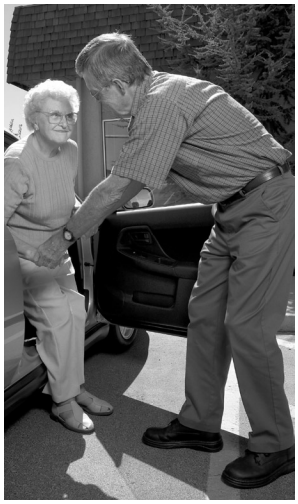
- A detailed set of system specifications
- The design and testing of a prototype
- Pilot and implement a prototype
- A phase three implementation plan

Phase three and beyond will create the capability to plan and schedule trips via the web.

Volunteer drivers

Why was the Volunteer Drivers Guide developed?

Many parts of the state rely heavily on volunteer drivers to transport persons with special transportation needs. As counties developed their coordinated special needs transportation systems, they found that volunteer driver programs might be a key to filling transportation gaps in the community. For this reason, the Agency Council on Coordinated Transportation's (ACCT) compiled the volunteer driver guide.



Volunteer drivers provide a significant percentage of special needs transportation, particularly in the rural areas of the state.

Volunteer driver programs can add to the mobility options available

in a community by providing essential transportation, particularly in rural areas where other transit options are unavailable. Volunteer driver programs can provide cost savings, efficiencies, leveraging of funds, and stretching of financial resources, but do not come without insurance and liability barriers. These barriers must be understood and addressed. Organizations may struggle to develop volunteer driver programs or may not be aware of the complex requirements imposed by Washington State law and various funding organizations.

The Volunteer Drivers Guide will help organizations meet legal and funding requirements. It includes sample forms, policies, and references to ease the difficulties in developing and managing a volunteer driver program.

How was the guide developed?

The Volunteer Driver Guide was developed with comprehensive input from model programs operating in Washington State and in other parts of the United States. The goal is to strengthen existing programs and to serve as a guide for development of new programs.

Medicaid/Community Coordination

A centralized call taking and dispatching function provides a foundation for coordination.

Another of the largest three public transportation programs is Medicaid. Washington's Medical Assistance Administration (MAA) spends about $40 million per year purchasing 2.6 million trips for medical assistance clients to covered medical services.

Medicaid is the most highly centralized of the publicly funded transportation programs. DSHS makes program policy decisions and these decisions apply to the entire state. Operations are delegated to nine regional brokers, serving thirteen regions of the state. Brokers arrange for and purchase rides on behalf of Medical Assistance clients, following policies established by MAA.

ACCT is exploring the feasibility of adapting the MAA broker system to a larger special transportation needs coordination function.

The brokerage model and coordination

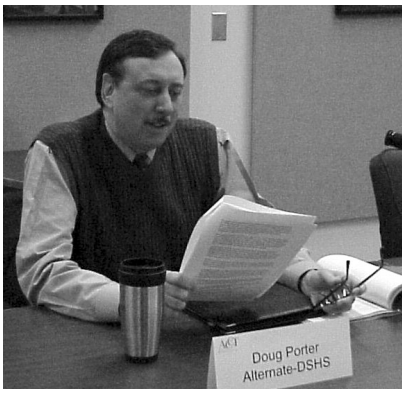
The brokerage system provides a wonderful platform for community coordination. A number of features enable coordination to occur:

- An established call center for clients and caseworkers to contact when a ride is needed
- The ability to maintain current eligibility information on the client population
- A mechanism for screening riders to determine the most appropriate, least costly mode of transportation to use
- A centralized process for distributing and grouping rides
- Contracts with community transportation providers

- Quality assurance oversight
- A mechanism for collecting data and billing the funding source for trips

The brokerage system has been, and continues to be, a successful way to coordinate Medical Assistance trips. It has the potential to become a mechanism for statewide coordination. However, significant issues need to be resolved before the existing brokerage system can be effectively used in this manner.

Configuring brokering activities in Washington State: what makes sense?



The Medicaid broker system, under the direction of Doug Porter, Assistant Secretary for the DSHS Medical Assistance Administration purchases 2.6 million trips a year at a cost of over $40 million. Coordination offers opportunities for cost savings.

A brokerage system can be used to coordinate transportation from a variety of programs and funding sources, each with their own needs and requirements. This already happens to some degree.

As communities explore use of the broker model as the means to greater coordination of transportation resources, they struggle with two issues:

- Can the existing broker structure be used to meet community coordination goals or should the community and funding partners be able to participate collaboratively in designing and selecting a regional broker.
- How and where should policies be established and enforced in order to allow maximum flexibility while still meeting the requirements of funding agencies.

The current transportation brokers in Washington State are primarily MAA program brokers and, as such, MAA chooses them through a competitive process, defines the region they serve, and regulates their operations. Yet to best meet overall community needs, shared ownership of the broker may be preferable; that is, shared decision making to define the region, select the broker, and set policies.

In order to coordinate transportation resources effectively, communities need to bring the rules, regulations, policies, procedures, standards, and requirements of <u>all</u> partners into close alignment. This involves negotiation at the local level to develop common arrangements on matters such as the acceptable wait time for pick-up, the acceptable travel time on the vehicle before the rider reaches a destination, and methods for allocating costs of the trip.

Although not impossible, centralized management of a program at the state level can make such local negotiations difficult. Coordination requires a commitment to flexibility as well as a mechanism for collaborative decision-making among the coordinating partners.

The Medicaid coordination work group

A work group was formed to develop one or more models of medical assistance/community coordination that could be tested through demonstration projects.

ACCT hired a consultant with national expertise on the Medicaid program and on coordination of special transportation needs. The consultant prepared meeting agendas and chaired several work group meetings to develop coordination models.

As an adjunct to that work, communities were asked to propose ideas for Medicaid coordination. Several made proposals. ACCT's consultant is in the process of formulating a coordination demonstration project.

Special needs transportation provider classifications and standards

Over the past two years local community groups approached the Council and staff and asked for help in establishing common standards for vehicles and drivers. The ACCT statute also calls for common standards. Groups expressed interest in simplifying and organizing more effective regulations to improve safety, broaden coordination possibilities, and eliminate the duplication that occurs when different jurisdictions and programs impose their own standards and regulations.

Safety

Although the overwhelming majority of trips are provided safely and professionally, there are still a few accidents each year that endanger passengers. Because these passengers are vulnerable, those few accidents have raised concerns about regulations to ensure safety.

Duplication and/or inconsistency of standards and regulations

Providers of special needs transportation currently operate under different standards depending on their classification as private or non-profit, their location in the state, and the requirements of the program purchasing the trip. Without a minimum set of standards that apply to everyone, coordination among transportation providers is difficult, particularly when companies operate in multiple jurisdictions and provide trips for a variety of funding sources.

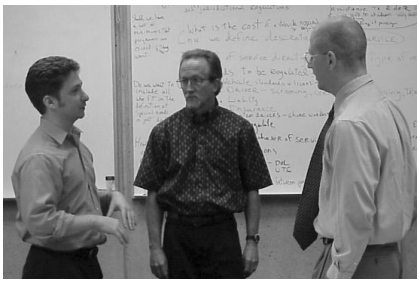
Effective coordination requires confidence among the participating programs that all providers meet a level of standards. Establishing a common set of standards opens the door to more effective coordination.

A Workgroup seeks solutions

In the summer of 2002 the City of Seattle announced its intent to

exercise its rights as a jurisdiction to impose regulations on special needs transportation providers that fall under the "For-Hire Vehicle" definition. DSHS formed a work group to assess the impact this action by the City of Seattle would have on the DSHS programs that purchase transportation in King County. Because the issue has state-wide impact on transportation coordination, the work group migrated to ACCT.

The workgroup's initial goal was to determine what actions could take place in the 2003 legislative session to address safety issues and create a consistent regulatory approach for providers who deliver comparable services. The group consists of over 45 members representing state agencies, special needs transportation providers, Medicaid transportation brokers, the City of Seattle, ambulance companies, and users.



Work group members Don Chartock, ACCT/WSDOT, Paul Meury, DSHS Medical Assistance and Chris Blake, Department of Health discuss regulatory options.

Although unable to reach consensus on a recommendation for the 2003 legislative session due to the complexity of the issues, the group will continue to work toward a solution.

Olmstead decision

What is the Olmstead decision?

Olmstead refers to a lawsuit brought against the state of Georgia by two people with disabilities who were hospitalized in a state psychiatric facility. They were approved for community placement but faced long waiting lists. The suit challenged their continued placement in an institutional setting rather than in community-based treatment programs. Lower courts upheld the plaintiff's claims and the state of Georgia ultimately appealed to the U.S. Supreme Court.

In June 1999, the Supreme Court upheld the lower court's decisions and ruled that, under Title II of the American Disabilities Act (ADA), states must place persons with disabilities in community settings rather than in institutions whenever:

- The state's treatment professionals determine it is appropriate
- The individual doesn't oppose it
- The placement can be reasonably accommodated, taking into account the resources available to the state and the needs of others with disabilities

The Olmstead decision does not require states to stop serving people in institutions if they are unable to handle or benefit from community settings.

The Court suggested that states demonstrate compliance with the ADA by showing that they have comprehensive and effective plans for placing qualified individuals with disabilities in less restrictive settings

and waiting lists that move at a reasonable pace not controlled by the state's endeavors to keep its institutions fully populated.

Olmstead planning

With transportation and other supports, people with disabilities and the elderly can live in their communities rather than in institutions.

On March 27, 2000, Governor Gary Locke designated DSHS as the lead state agency for Olmstead planning in Washington State. Since DSHS has emphasized community placement since 1990, Washington's Olmstead Plan is intended to be a living document, subject to continuous planning and change.

DSHS established an Olmstead Workgroup to coordinate planning and accelerate on-going processes and programs.

Community workers and individuals affected by the Olmstead decision say that transportation services are crucial for people with disabilities to live successfully in the community, but the currently available transportation services are inadequate.

The Olmstead Workgroup will continue to coordinate with ACCT to improve transportation services that support community living for people with disabilities.
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Skamania County Transit Feasibility Study

Skamania County residents have few public transportation options and are exploring the feasibility of coordinating existing resources in a Public Transportation Benefit Area.

Skamania county is seeking creative ways to provide public transportation in a very rural area with an inadequate tax base. The study will result in a plan to address current and future Skamania public transportation needs. The study is funded through a grant from the Rural Transit Assistance Program (RTAP) and administered by WSDOT and the Southwest Washington Regional Transportation Council,

The study is a response to three major trends affecting Skamania County:

- More residents commuting out-of-county to employment centers
- A significant increase in the elderly and disabled populations, which are dependent on others for transportation
- Lack of transportation for after-school activities

The county has significant transportation gaps

The Skamania County Transit Feasibility Study Steering Committee, comprised of countywide representatives from business, human services agencies, school districts, local, regional, and state government, oversees the study. The Steering Committee completed the data-gathering phase to solicit information about Skamania's transportation needs:

- Transportation to anything but medical appointments is a real problem for many people.
- People have difficultly getting to jobs even within the county.
- Clark Community College offers programs for people reentering the job market but many people in Skamania County cannot attend because of lack of transportation
- Some youth have no way to get to Skamania County's recreation and events programs
- School districts are unable to provide after-school activities transportation. Therefore, some students do not have the opportunity to participate.

A unique approach - working with schools

The group is considering an integration of public transportation and the school district transportation system in the county. School districts can bring vehicles to a coordinated system. The average cost for purchasing the smallest transit bus –30 feet - is $222,000. So the available of an existing bus fleet is a boon to a rural community.

Currently, each of the four school districts in Skamania County provides its own transportation. Each also receives special needs transportation through ESD #112. All have expressed similar issues that could be addressed through coordination:

Limited funding

State funding does not cover current operating expenses. Vehicle purchases require up-front funding. This is often difficult for districts with limited budgets.

Activity runs

None of the school district transportation systems are able to accommodate students that would like to participate in after school programs.

Driver shortage

Limited hours and low pay equals high staff turnover among drivers.

Office/administrative staffing

School districts have very limited administrative staff and are normally unable to assume extra duties such as administering transportation for after school activities.

Next Steps

The team will compile key findings into a fact sheet to help the community design a public transportation system that will meet community needs. The team hopes to adopt a plan and determine a governance structure by March 2003, followed by a demonstration project to be completed by July 2003.

4 ACCT and Community Activities

The Agency Council on Coordination Transportation (ACCT) provides financial support, technical assistance, and a forum for sharing information and experiences. This supports communities as they address local coordination challenges.

County coordination coalition leaders meet quarterly to discuss common issues and share experiences. Here Deanne Konsack and Leanne Leiffer from Okanogan get tips from Sandy Stutey of King County/ Metro.

ACCT's two-tiered approach to coordination includes both state and local coordination activities. Communities deliver transportation services. Innovation often starts here as community organizations and local providers forge local transportation solutions to address local problems. When communities use existing resources more effectively, they can serve more people and position themselves to seek additional resources to address unmet needs.

Counties experience varying levels of success and move at different speeds. This chapter describes challenges to coordination factors that influence community progress. This chapter also describes activities to develop local coordinated transportation systems, including:

- An overview of what is involved in establishing a coordination coalition
- A summary of coalition responsibilities and activities

Chapter 6 highlights community success stories, and Appendix B profiles each coalition and its key activities.

How does a community become an ACCT participant?

The ACCT statute stipulates that: "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."

Karl Johanson from the Whitman County Council on Aging and Human Services took the initiative to form coordination coalitions in both Whitman and Asotin counties.

County forums

During the 1999-2001 biennium, and again in 2001-03, the council contacted counties, inviting them to convene forums in accordance with statute. After struggling with fund distribution strategies, the council elected to provide small grants of approximately $20,000 per year to a greater number of counties, rather than give larger grants to one or two counties. The council reasoned that by planting seeds broadly, it could "kick start" coordination across the state and begin to build awareness, interest, and momentum.

Despite limited funding, twenty-four counties participate in ACCT

coordination activities. King County participates without funds from ACCT.

What do the community coalitions do?

Coalitions meet regularly to work on local transportation coordination issues. Here Bob O'Brien facilitates a Mason County Coalition Discussion.

Once a county decides to work on coordination and selects a lead agency, the lead agency has the responsibility to:

- Form and maintain a broad-based community coalition
- Conduct an inventory of community resources and gaps
- Plan and implement a coordinated transportation system that efficiently uses community resources, and meets community needs
- Develop performance measures and evaluate performance
- Conduct demonstration projects to test models of coordination
- Bring issues and barriers to the council for resolution
- Facilitate community level discussion and decision making on local issues that impact on special transportation needs.
- Communicate with community leadership and citizens

Who are the coordination partners?

ACCT's local coordination guidelines specify a broad range of entities to include in the coordination partnership, with an emphasis on transportation providers.

The big three transportation systems in terms of dollars spent and number of trips are:

- Transit systems – there are 26 systems in the state, but not all parts of the state are served by a public transit system
- Medical Assistance – 9 brokers cover the entire state, which is divided into 13 regions
- Public School districts – 297 school districts either provide or contract for pupil transportation

Other transportation providers include:

- Private providers, such as taxi companies
- Senior Service Centers
- Community Action Programs
- Head Start programs
- Non-profit community transportation providers
- Faith based groups
- Veterans support programs

Other partners include

- Agencies that purchasers special needs transportation for their clients
- Health and human service agencies that have clients who need transportation in order to access services
- Advocacy groups
- Businesses and employers
- Faith based organizations
- Hospitals, medical clinics, and other entities that are major trip

destinations for people with special transportation needs
- Colleges and training centers
- Tribes
- Riders

The Mason County Coordination Coalition has representatives from a broad cross-section of transportation providers, human service agencies, advocacy groups, and citizens.

What gets coordinated?

The ACCT statute envisions a truly coordinated system. Such a system evolves over time as communities build the infrastructure to allow coordination.

Grouping riders on a single vehicle, the most visible coordination, likely results in the greatest efficiency and cost savings. However, the coordination landscape is rich with other opportunities:

- Planning and problem solving
- Data collection and reporting
- Eligibility determination and screening
- Call-taking, trip scheduling, and dispatching
- Vehicle purchasing, maintenance, fueling, inspection, and housing
- Facilities and staff
- Computer hardware and software
- Driver selection, screening, training, certification, and drug testing
- Volunteers
- Contracting and purchasing
- Funding
- Insurance
- Scheduling of medical and other human service appointments in accordance with the availability of transportation
- Bringing services to people to eliminate or reduce the need for transportation
- Siting health and human service providers (both public and private) in areas served by public transportation
- Management and decision making
- Grant application processes
- Marketing and communication

Tim Hockett from Clallam County and Karl Johanson from Whitman County compare struggles to coordinate scarce resources in rural counties.

Where are the coordination coalitions?

The shaded counties on the map below participate in coordination coalitions.

Who are the lead agencies?

The community selects the lead agency for coordination, depending on which agency has the willingness and capacity to do the work, the trust of community partners, and the support of community leaders.

Nineteen coalitions support 24 participating counties. Lead agencies include:

- Community action program – 5
- Transit system – 4
- County human services department – 3
- Area agency on aging – 2
- Non-profit community agency – 2
- Housing authority – 1
- Community college system – 1
- Metropolitan planning organization (MPO) - 1

Lessons learned from the community experiences

Not all of the community coalitions are prospering, and a few have stopped meeting altogether. When evaluating a community's progress toward coordination goals, we must take into account the small amount of money the communities were given for coordination. Despite these limited funds, many local coalitions leveraged ACCT funds and made significant progress, by contributing in-kind and local funds that surpassed ACCT grant contributions. Since progress is tied to funding, ACCT's inability to provide sufficient funds has hampered major system change.

Though funding has a disproportionate affect on success, it is not the only influencing factor. From the local experience of working on coordination, communities have identified a number of factors that affect their success.

A dedicated person is needed to staff the coordination coalition

The Pierce County coalition hired consultant Faith Trimble to provide staff work and facilitation for the coalition. Seen here with the coalition chair, Tim Payne of Pierce Transit.

Lack of time is a universal problem. Successful coordination is directly related to the ability of a community to staff the coordination activities. Where funds have been sufficient to pay for consultant or additional staff services, progress is noticeable. When this is not possible, coordination moves in fits and starts as local partners fit coordination activities into busy schedules.

Community partners devote significant time to working on the coalition once it is established. However, getting the coalition established begins as a full time job. Once operational, the coalition gains momentum as small successes are realized and opportunities become apparent. People begin to experience that an up-front investment can create future benefits.

Executive level support and continued involvement is critical to success

Local elected officials and organization leaders need to support the goals of coordination, becoming involved at key decision points or when barriers impede progress.

Change won't occur unless decision makers want and demand change. They must articulate these expectations and support staff and other participants who are developing and implementing the ways of doing business.

King County Executive Ron Simms was a keynote speaker at the county's first coordination summit and continues to support partnership activities. Seen here (left) accepting an endowment check for special needs transportation.

Someone in the community needs to assume a leadership role

Coalitions need a "spark plug" in the community – someone who steps forward, assumes a leadership role, and ignites a group to do the difficult work of coordination. This spark may come from an individual or a small group. Whatever form it takes, desire at the community level fuels coordination. This community desire and local leadership is of paramount importance if significant change is to occur.

Funding is needed

Coordination of special needs transportation requires major changes in service delivery - moving from numerous and fragmented transportation programs to a community system that uses all transportation resources. This requires planning, assessment of resources and gaps, analysis of options and system design, implementation, evaluation, and performance measures. This takes money.

Leadership from Casey Stevens (center), Stillaguamish Tribe, and Marty Bishop, (right), Snohomish County Human Services has given the Snohomish coalition, SNOTRAC, new life.

Coordination will pay-off. But first communities must build the infrastructure. The up-front investment is essential.

Communities need to maintain some level of momentum

Momentum is critical. Partners may come to the table with enthusiasm and energy, but drift away if nothing substantive occurs. Once that happens it is difficult to lure them back. For coalitions to make steady, incremental progress, staff, funding, and leadership are essential.

Everyone needs to be a winner

Coordination strives to make the best use of community resources so that more rides can be provided to more people. The organizations involved in coordination benefit from an increase in services, a decrease in cost, or both. Some may benefit more than others. Some may give more in one area of coordination and gain more in another. Some will experience short-term gains, while others will experience the benefits over the long run. There are trade-offs to be made. Coordination is effective when all of the partners in a coordination project are winners. Everyone needs to benefit in the long run or they will be reluctant to join in a coordination effort.

We need data, experience, and examples to demonstrate to potential partners that their programs and clients will gain from a coordinated transportation system.

A critical mass of partners needs to form the core of the coalition

Greater involvement at the community level increases a community coalition's chances for success. However, if the key players are not at the table, success is unlikely.

Within a community, each organization plays a role in meeting the transportation needs of the community. Each organization will participate at different levels and in different ways

Generally an organization focuses on transportation for a specific client group and a specific purpose. Some organizations have a broader transportation role within a community. Even when involved in a coordination partnership, each organization's primary responsibility is to fulfill the mission for which it was established and funded. This does not preclude partnering for the common good.

When a key player refuses to participate, he or she may deprive the entire community from realizing the benefits of coordination.

Pierce County has been successful in engaging the participation of county leadership, major transportation providers, key community agencies, and a strong advocate community.

5 Coordination Challenges and Strategies to Address Them

Coordination brings challenges

Coordination is not easy. In its 1998 report to the legislature, the Agency Council on Coordinated Transportation (ACCT) categorized the key barriers to coordination as:

- No assignment of responsibility
- Lack of information and understanding
- Operational and funding issues

Paula Hammond, ACCT Chair, and Bob Repine, chair of the Oregon Transportation Coordination Initiative co-chair a Washington/Oregon meeting on cross border transportation coordination issues. The two states have different structures in place to work on coordination, yet face the same challenges and barriers.

These remain the key barriers.

Recently a Statewide Information Coordination Initiative was formed, with the goal of creating better policy information. The collaborative effort between state and local governments focuses on the coordination of people, data, systems, and business knowledge to improve decision-making and accountability. As part of its exploration, the consortium members reviewed a variety of different coordination efforts throughout state and local government and validated the barriers identified by ACCT as affecting the coordination of special transportation needs. These barriers are common to all efforts to coordinate across jurisdictional, agency, and program lines. Barriers include lack of:

- Underlying infrastructure
- Governance and funding
- Support structures

Underlying infrastructure

Underlying infrastructure refers to moving away from managing individual budgets and programs toward managing for statewide outcomes.

Governance and funding

Governance and funding refers to making coordination a priority at the leadership level, creating shared ownership and authority, and funding the strategies that support a coordinated approach.

Support functions

Support functions refer to creating a neutral home that:

- Promotes enterprise (coordination) policies, practices, and information
- Houses enterprise applications, infrastructure, and staff
- Fosters enhanced communication
- Shares best practices, tools, guidelines, and definitions

What is the underlying infrastructure that makes coordination difficult?

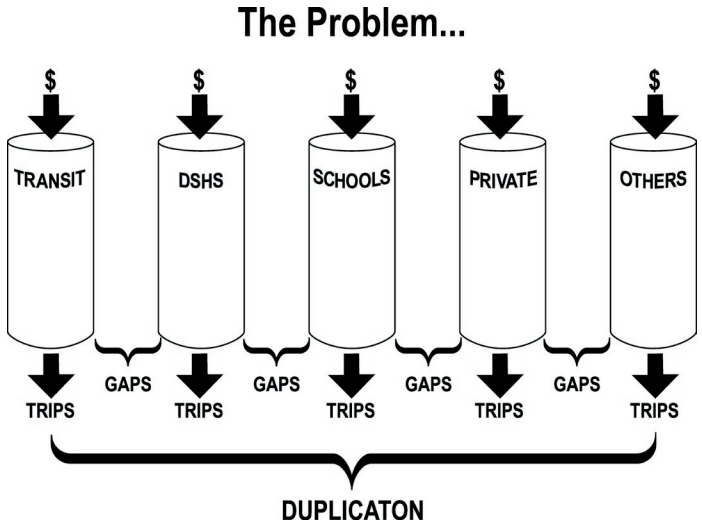
Current infrastructure is geared toward managing individual budgets and not toward managing statewide service delivery outcomes.

We are all in silos

Building the necessary infrastructure for coordination is inhibited by the nature of our current infrastructure.

Agencies and programs within agencies are structured like silos - organized around a specific funding source, to deliver a specific service, for a specific purpose, to a specific client group, according to a specific set of rules and regulations, and within a specific geographic area.

Accountability rests within the silo. Performance evaluation occurs within the silo. Few incentives exist to encourage stepping out of the silo and see if doing business in a different way might improve services. Silos result in duplication of infrastructure and effort and gaps in services.



Riders who fit within a silo may receive excellent service as funding allows. But what about those who don't fit within a box, like a school child wanting to participate in after school activities; a senior wanting to visit a relative; or a Medicaid client wanting to go grocery shopping? The silo infrastructure not only lessens the ability to serve specific client groups, but also precludes meeting overall community needs.

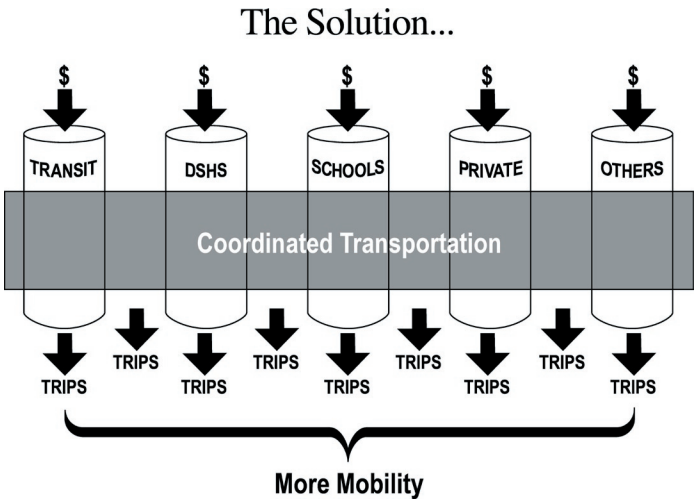
What do we need for coordination to succeed?

We need to step out of the silos

Coordination requires stepping out of our silo and exploring different ways of doing things. Many spend their careers doing an excellent job within a specific silo, with no pressures to do otherwise. When times are lean, organizations cut back services and curtail spending. When times are good, services are added to address more needs. As long as an organization operates within budget, follows the rules, delivers the service, and attends to quality, it is considered to be doing a good job.

Coordination inspires a different viewpoint; one that can result in more and better services to an organization's clients, as well as serve a greater community need.

Since programs need structure for administrative purposes, eliminating silos may not be realistic. However, through partnerships, technology, leadership, and innovation organizations can create crosswalks or permeable walls between silos. Once movement between silos is possible, we can venture out and be partners in a community transportation plan. All can work together to address the transportation needs of individual customers and the community, sharing, coordinating, integrating, or consolidating resources to fit each transportation situation.



A community system can honor the regulatory, service, and budgetary needs of each participating organization, while providing options for delivering service that better meets client and community needs.

For some programs, such as Medicaid, savings cannot be reinvested to purchase rides for other clients or other purposes, since funds are specifically constrained by statute. Nor can Medicaid serve more clients, since an entitlement program theoretically has no unmet need. In cases such as this, the program accrues savings, which represents

better use of the public dollar.

For some programs, such as Senior Services, savings can be used to address unmet need within the client population. Programs can expand the number of people served, or transport those served for a greater variety of trip purposes, since funding constraints result in a prioritization of trip purposes.

Council member Mike Harbour of Intercity Transit reflects, "Coordination is not an end in itself. It is a means to an end - more and better services for our customer. If coordination does not improve service, there is no point in doing it."

For programs whose funding is not tied to a specific client population, savings can be used to meet a greater community need by simply providing more rides.

Through coordination, the cost per trip can be reduced to a level that enables private riders to purchase a ride.

Everyone needs to play

For coordination to be successful, everyone needs to come to the table. All have a role to play outside of their silo to assure access and mobility. If a program or agency declines to participate in coordinating services, it deprives its partners of the ability to realize the full benefits of coordination for their clients and themselves.

We need to aggressively work toward the vision articulated in the ACCT statute

A coordinated community transportation system may happen slowly. It may happen incrementally. But as each agency becomes more comfortable and more willing to step out of the silo, the vision will be realized. The smallest steps move all of us closer to the vision.

"Grant programs can be used to forge stronger ties between public transportation and human service programs," says Jim Slakey, Director of the WSDOT Public Transportation and Rail Division.

We need incentives to form coordination partnerships and to forge new ways of doing business

Incentives can encourage communities to engage in the difficult work of designing coordinated systems. Incentives can encourage individuals to invest their energies in the community transportation coalitions.

Current systems offer few incentives or rewards for working across silo lines. In fact, systems provide many disincentives to coordination.

Accountability and success is measured within silos. Are we within budget? Have we complied with the regulations? Have we properly managed risk and liability? How many trips were provided? Is the cost per trip within reasonable bounds? Can we document that funds were used appropriately? How can we preserve our program, even at the expense of other programs that benefit our population?

Innovative accountability measures seldom arise such as: How much of the transportation needs of our client group have we met? Are we reducing the amount of unmet need? How many partnership

arrangements are in place to share resources and reduce costs? Has mobility and access improved within a community?

When operating from a silo perspective, there can be a disincentive to work in partnerships because people may be perceived as working outside of their mission and job description. Agencies often choose to stay within the silo and cut back on services, rather than work with other agencies to develop coordination strategies that might make cutbacks unnecessary.

ACCT offers financial incentives to communities to do the work of coordination. Examples of such incentives include:

- Award demonstration grants only to counties with active transportation coordination coalitions
- Provide operational money to fund additional trips for communities making progress in implementing coordinated transportation systems
- Award the Job Access and Reverse Commute grants through the WorkFirst Transportation initiative only to communities that have demonstrated an ability to coordinate
- Prioritize coordinating communities when implementing technology solutions such as the automated trip planner or the smart card fare collection system

How can we overcome underlying infrastructure constraints?

Strategies that can mitigate the effect of the silo structure:

- Provide incentives and rewards for entering into coordination partnerships and implementing coordination solutions
- Use money as a tool to drive public policy. For example, make transportation grant money available to only those communities that demonstrate meaningful coordination as spelled out in the ACCT statute
- Develop and implement a set of performance indicators and goals for statewide mobility and access for people with special transportation needs
- Develop and implement a mechanism for measuring success in improving mobility and access that transcends program lines and addresses the contributions or shortcomings of all participants in reaching a statewide goal
- Arrive at a common set of rules and regulations, policies, and operational procedures to enhance our ability to coordinate
- Develop and implement a mechanism for data collection, tracking, and reporting
- Develop a common set of business practices that promote coordination
- Accept that coordination is an integral part of the mission of each program or agency
- Form legislative committee and budget reviews around activities rather than programs

Council member Marilyn Mason-Plunkett, representing the Community Transportation Association Northwest reflects, "Designing and implementing coordinated transportation projects requires the willingness to step outside traditional comfort levels and do something different in collaboration with others. The payoff? It gives us the ability to serve more people at lower costs."

What are the governance and funding issues that make coordination difficult?

Council member Liz Dunbar, Deputy Secretary of DSHS, faces the additional challenge of coordinating client transportation within her large umbrella agency.

Governance and funding issues plague ACCT as they do any major coordination initiative. Some of these issues include:

- Nobody is ultimately in charge; authority is limited
- Coordination activities are not considered a priority at the leadership level
- There is a reluctance to fund the activities of coordination

Governance and authority

Coordination involves developing partnerships across jurisdictional, agency, and program lines to work on a particular focus area. Whether formal or informal, these partnerships are fundamentally voluntary.

Whatever governance structures are adopted to advance a coordination initiative, one silo does not have the ability to direct the activities of another. The governance structure as a whole has no authority to make decisions that will serve as a mandate to its participants.

The ACCT council operates as a representative body that includes state agencies, providers, and consumer advocates. The council can promote, encourage, facilitate, cajole, advocate, influence, and support, but it is vested with no real power to mandate change.

Joyce Moss, member of the Pierce County Coalition and representative of people who use special needs transportation, explains that people who need services have trouble negotiating the silos to get a ride. Many are eligible for transportation provided by several programs, depending on the destination and purpose of the trip.

In such a governance structure, the change toward service coordination happens through a process of education, persuasion, negotiation, and peer pressure. Partners have control over the rate and direction of change, enabling a system that has broad acceptance in the community. However, change occurs slowly, and a recalcitrant player can impede or stop progress for everyone.

These types of governance structures rely on the good faith of the partners to work collaboratively toward a greater public good. There are no leverage points to change the behavior of obstructionists. There is no ultimate decision maker to step in when a collaborative process breaks down. This gives the nay-sayer disproportionate power in the success or failure of coordination initiatives.

Leadership and priority

People generally agree that coordination of special needs transportation intuitively makes good sense. It is hard to find a dissenter. Yet even among the believers, coordination is not a priority. The issues of leadership and priority are closely linked.

Studies show that primary factor affecting the success of change initiatives is whether or not the leadership supports the efforts, communicates expectations for change, and monitors staff progress in achieving the desired change. People in leadership positions have

many issues competing for their time and attention, so they prioritize their key lines of business. Coordination initiatives seldom make this "short list", even if the results provide greater efficiency in service deliver and benefits to customers. Some decision makers have even halted coordination efforts, despite the benefits to be accrued by their program and others, as straying from the core program mission.

This lack of priority for coordination also occurs at the staff level, as a natural outcome of the silo structure. Staff attend to program needs first, and if time allows, work on coordination initiatives. Accountability and rewards are tied to meeting program goals within the silo. People who do not support the coordination goals, in the absence of leadership directive and oversight, can opt out of coordination partnerships.

Coordination initiatives exist outside of the normal stream of silo activity and are highly dependent on leadership and prioritization. Because of this dependency, coordination initiatives are extraordinarily vulnerable to the human factor. A person with vision, passion, commitment, and energy can embrace the coordination philosophy and galvanize a community to overcome barriers to create successful coordinated systems. A person who wants to protect turf, program control, and the status quo can block any attempts to improve efficiency and productivity. In the absence of either, a community can limp along, dabbling at the edges of coordination.

Another by-product of the priority issue is the assignment of responsibility for coordination within an organization. When it has greater priority the leadership, upper management, and system planners tend to stay involved. When it is less of a priority there is a tendency to assign coordination work to line operations staff. Designing a system to deliver transportation services in a coordinated fashion may require a different skill set than does the actual day-to-day running of the system. When the point person on a coordination initiative does not possess the necessary attributes, the coordination initiative is unlikely to prosper.

In evaluating the progress made at the state level and in the ACCT counties across the state, it is clear that the greatest progress occurs when both leadership and staff believe that coordinated transportation benefits the citizens of the state and both commit to a coordinated delivery system.

Funding

Coordination activities struggle for funding.

The legislature and the major funding streams want to purchase services. They tend to view coordination and planning as activities that funnel money from service delivery.

Coordination is like a big construction project. The project is not built without a significant investment in the architectural plans, the project planning, and the construction phase itself. A project cannot be successful without these up-front investments.

What is considered a required step in building a bridge or hospital is not seen as essential when building a new way to deliver service. Coordination as called out in the ACCT statute, requires a dramatic change in the way the state delivers special needs transportation. Major system change does not happen without first investing in infrastructure at the state and local level.

Superintendent of Public Instruction, Terry Bergeson, asks, "Is it good for kids?" If so, school districts and communities should find ways to coordinate.

At the same time, ACCT must demonstrate the benefits of coordination: increased service, less duplication, and more effective and efficient use of existing resources. The initial investment in coordination is based on an intuitive sense that coordination must have benefits. As coordinated systems are implemented, ACCT must demonstrate that this faith is not misplaced. Measurement criteria and evaluation tools are critical components for long term success. Unfortunately, ACCT has not had sufficient resources to build in this level of accountability.

How can we overcome the constraints imposed by governance and funding issues?

ACCT is currently addressing governance issues by providing guidelines for formalizing coordination structures and relationships:

- ACCT's *Local Planning Guidelines* serve as a guide to communities on forming and maintaining a coordination coalition to design and implement a coordinated special transportation needs delivery system. The guidelines outline the pitfalls in creating a governance structure and offer options for addressing them.
- ACCT has provided guidelines for state agencies to use in developing a set of internal policies for the coordination of special transportation needs. To the extent that policies are implemented, adhered to, and monitored, agencies can institutionalize coordination as a way of doing business

These strategies provide some help, but don't tackle the fundamental problems. We need to:

- Make coordination a priority at the leadership level and encourage leaders need to take off their program hats and focus on enhanced service, not protecting programs
- Develop funding strategies that support, encourage, and sustain coordination activities
- Seek waivers as necessary to allow different uses of existing funds, such as resource pooling
- Seek change to the school transportation funding formula to acknowledge flexible ways of delivering services

- Work with the Community Transportation Association of the Northwest (CTA-NW) to advocate for voluntarily contributions to special needs transportation when licensing vehicles, if the bill allowing for this is passed in the 2003 legislative session
- Demonstrate that coordination results in greater service at the same or lesser cost

What are the problems in the support structure that make coordination difficult?

Effective coordination cuts across jurisdictional, agency, and program boundaries. Coordination initiatives need a host or home. Because of the current underlying silo infrastructure, coordination initiatives generally lodge within one of the silos. This, by nature, compromises the initiative:

- Ownership is not shared
- Neutrality is questioned
- Dedicated budget, staff, and direction are difficult to maintain as other lines of business in the silo trump coordination activities

Shared ownership

Coordination initiatives are successful when the partners have a sense of shared ownership. ACCT certainly strives to create shared ownership through:

- A representative council
- Inclusiveness in forming work groups and developing work products
- State agency involvement in the PACT Forum
- Communication on a statewide basis regarding ACCT activities and decision points

Yet ultimately, WSDOT is perceived as the "owner" of ACCT. Some constituents view this as an obstacle.

Neutrality

For coordination to be effective, the partners must have faith that the governance structure is neutral and that the agenda of one silo does not drive the coordination initiative.

Control of the coordination initiative resources

It makes sense for coordination initiatives to reside within a silo. The coordination initiative can then make use of existing infrastructure such as the personnel system, accounting, purchasing, budgeting, payroll, computer support, housing, and many other functions, avoiding costly duplication.

However, when the coordination initiative is housed within an existing silo, its ability to function as an independent, over-arching set of principles, goals, and objectives is compromised. The host agency acts as a filter. Over time, staff and budget may be diverted to higher priorities in the host agency.

How do we create a support structure for coordination?

The Coordination Consortium is exploring the feasibility of creating a neutral statewide home for enterprise (coordination) centers. Such a home would provide the necessary funding and institutional support for a variety of coordination initiatives. A neutral home could create economies of scale in terms of staffing, oversight, data collection, reporting, and leadership on areas of activity the state wants coordinated. ACCT will follow the work of the Consortium to see if its direction is applicable to ACCT.

The council will also examine the way it is organized and the way it functions to determine if there are ways to create an adequate support structure for coordination within the existing framework. This may mean

- Enhanced ownership and decision making by the council
- Shared funding of ACCT by state agencies
- Formal agreements among council members as to roles and responsibilities

The council may also look at options such as operating ACCT from the Governor's office, which might provide greater leverage in advancing the coordination agenda.

Council chair Paula Hammond and council member Andrew Johnsen at an ACCT retreat to determine the future course and structure of ACCT.

6 Coordination Success Stories

State and community coordination success stories are many and varied. This chapter focuses on a few of the most compelling success stories. Appendix B provides additional success stories on a county-by-county basis.

JARC grant success stories: projects that work

A number of projects funded through the WorkFirst Transportation Initiative (WTI) provide unique solutions to local transportation problems.

Thurston County Village Vans

Marilyn Hemann serves as the project coordinator for Intercity Transit's countywide van program known as "Village Vans". Each morning she answers many calls from WorkFirst and Temporary Aid to Needy Families (TANF) recipients seeking a ride.

"We are the ideal solution for many people who have real transportation obstacles and may feel unable to break out of the unemployment rut," says Marilyn.

Funding from the Agency Council on Coordinated Transportation allowed Thurston County to form a Human Services Transportation Coalition, comprised of numerous social service and transportation providers, the Thurston Regional Planning Council, the Washington State Department of Social and Health Services, The Board of County Commissioners and County Health Department, Intercity Transit and Washington State's WorkSource employment program. Early on the coalition determined that adding new transit routes would not necessarily meet the needs of many low-income residents for whom getting to work also means getting to day care and other stops along the way.

As the coalition discussed what kind of service would be appropriate, the idea for Village Vans was born. The Thurston County Coalition applied for funding from the WorkFirst Transportation Initiative and was awarded JARC funds. Intercity Transit manages the Village Vans program on behalf of the coalition.

Who can use Village Vans?

To qualify for Village Vans transportation, passengers must qualify for TANF, have received TANF in the last 24 months, or have approval for future coverage. Other low-income residents ride Village Vans on a space-available basis.

Village Vans support low-income residents' efforts to obtain and retain employment. Limited funding restricts Village Vans service to the Olympia-Lacey-Tumwater urban core. While daily destinations are mostly work-related, the vans also travel to social service agencies, daycare facilities, job training sites or employment centers. Whenever possible, Village Vans drivers efficiently combine trips, allowing Thurston County to maximize limited transportation resources.

Helping people keep jobs and complete job training

Recently a young woman and former TANF recipient began her first week of work. Her employer required a form signed by her doctor regarding a pre-existing medical condition. The woman did not own a car, so called Village Vans for assistance. Village Vans mapped out a route, picked her up, delivered her to her destination and returned her to her office, all within 45 minutes. By bus, this same errand might have taken several hours, jeopardizing her employment.

According to Marilyn, as people use Village Vans, they feel more comfortable and start thinking proactively about how they can benefit from the program. People who have not been able to find and keep jobs are now employed, thanks to the way Village Vans has solved their transportation problems.

"We have learned that if people stay on the van for the first week of employment training, they are more inclined to complete their training and succeed in the future," Marilyn says.

Coordinated transportation helps clients secure permanent jobs.

Giving drivers an opportunity

Village Vans also provides job training. Marilyn recruited all four of her drivers through the Community Jobs program, part of WorkFirst. After six months, drivers can qualify for commercial driving license training, allowing them to pursue long-term permanent work as drivers for a variety of transportation companies.

Proven success

After eight months of operation, Village Van reports the following success:

- 57 TANF eligible riders became employed
- 2 drivers have completed their Community Jobs commitment and are now employed as drivers. Another two drivers are working on certifications and new jobs
- 150 employers have been reached

Recently, Intercity Transit took delivery of two new grant-funded new vans to replace state leased vehicles. Each seats up to 15 passengers and is a source of pride for both drivers and for passengers.

If Village Vans continues to be successful, Intercity Transit will purchase two more vans in their second year of operation. Intercity Transit supports building and continuing the Village Vans program, as do its two primary partners, Employment Security and the Department of Social and Health Services.

Jefferson County Job Opportunity Express

Drivers and coordinators of the Job Opportunity Express plan the day's routes to get low income people to work in Jefferson County.

Jefferson County's ACCT coalition brings the community together to identify and solve transportation issues for people with special transportation needs. Their efforts offer long-term potential for community and economic growth.

Jefferson is a large county, covering over 1,800 square miles. Port Townsend is the only incorporated city in an otherwise rural setting. Navigating most of Jefferson County without a car can be difficult, especially for people who are unable to drive due to age, income, or disability.

Most of Jefferson County's population resides on the east side. While many jobs are located in the Port Townsend area, residents in outlying areas often do not have access to automobiles to get to work. Now, coalition members are working closely with Jefferson Transit to help low-income residents obtain employment-related transportation.

Connecting people to jobs

Jefferson Transit received a JARC grant from the WTI to help low-income county residents commute to job interviews, job training, and employment opportunities. Jefferson County qualified for the funding because it demonstrated community involvement and coordination experience, along with compelling community need.

The grant money is used to hire taxis for off-hour shifts and to send vans to retrieve passengers on their way to new jobs. Coalition members believe strongly that the van service will help people to maintain jobs and help the county succeed economically. The service grew quickly and is already making a difference.

"People are now moving away from searching for a job to commuting to a job," Dave Turrisini of Jefferson Transit says proudly.

Passengers are either TANF recipients or have low incomes. Most are families with children in day care. Vans with car seats are available 24 hours a day, seven days a week.

That's just the beginning for the long-term economic impact that Jefferson County's transportation coalition efforts can provide.

Yakima Goodwill Van

For many workers the cost of transportation threatens employment. Last year, many employees at Goodwill Industries in Selah, a community located outside the City of Yakima, struggled as they paid a large percentage of their wages to a private carrier in order to travel to and from work.

Kanisa can keep her job, thanks to a unique transportation collaboration among agencies.

People for People (PFP), a non-profit community service agency, worked with the local ACCT coalition. They obtained a (JARC) grant and leased a van to Goodwill Industries for a nominal amount. Goodwill provided the driver for the van and coordinated with People For People to transport JARC program participants to and from the work site. Cost for the daily ride to work fell to just $4 a day, which covered operational costs.

"I thank People for People for helping us out; many of us who work here can't afford our own transportation – if PFP didn't care about us, we wouldn't be able to work." said Kenisa Regan, employment specialist assistant for Goodwill.

Representative Mary Skinner (R – 14th Dist.) echoes that sentiment. "Yakima County is a poor county," says Skinner. "For example, 41 percent of the county residents receive some type of assistance from Washington State – that's approximately 92,000 people. Increasingly, elderly and disabled make up the citizenry who need help. Many of them are still living in their homes and may need public transportation to remain there."

Expanding service

The story doesn't end there. Recently, People for People obtained a grant that allowed PFP to increase its Community Connector routes serving Yakima County. A new route serving Selah was coordinated, which included trips from Yakima to the Goodwill center in Selah, thus giving the Goodwill employees the ability to ride the fare-free Community Connector to and from work. The experience with the Goodwill van demonstrated that there were enough riders to justify the new service.

"Many Yakima County residents aren't able to afford a car. They aren't able to work, go to the doctor or the grocery store without public transportation," Skinner said. "That's where People for People came in – providing a safety net to make sure that people outside of the City of Yakima are able to keep necessary appointments."

Work or welfare?

Goodwill employee Carmen Gomez agrees. "If it weren't for that ride I wouldn't be able to work here," adding that she depends on this job while trying to become economically self-sufficient. "I wasn't on

welfare because I wanted to be. If this program lost funding, there's no way I could get here. I want to improve myself. I don't want to be on welfare any more" Gomez added.

Local coalitions: different ways to coordinate

As discussed earlier, there are many functions to coordinate while building an overall coordinated community system. This section will highlight the focus areas of some of the community coalitions.

Spokane County: putting coordinated data to work

The Spokane coalition determined that a key barrier to mobility in the community was a lack of a centralized and coordinated data source. This one-stop resource would help people learn about transportation options when making life decisions such as where to live, where to work, where to seek childcare, or where to go to school. The coalition initiated a project called LIFTS (Life Improvement and Feasible Transportation Services), with the slogan "Get a *Lift* to a better life!

The Spokane Agency Council on Coordinated Transportation will work with project partners to establish a data-sharing system to help underserved people become more self-sufficient. Using current technology, the Internet, and geographic information systems (GIS), LIFTS will provide information on current transportation services in a visual format. This visual format will greatly enhance people's ability to create the most efficient and economical route to meet their needs. In addition, the LIFTS project will include other essential information necessary to support self-sufficiency, including housing, childcare, training/education, and employment. LIFTS will provide an accessible community database using GIS mapping, analysis capabilities, and support information to provide transportation dependent and low-income individuals the resources they need as they prepare for and gain employment. Case managers, employment counselors, training providers, employers and employees may also use the project.

Spokane coalition members Kerry Brooks from Washington State University and Suzanne Croft from the City of Spokane plan the future of the Spokane LIFTS project.

Data development and training

Geographic Information Systems (GIS) will be used to illustrate spatial relationships between fixed transit routes and various origin and destination points. Maps will show bus routes, job training sites, employers, and childcare providers. Using these maps, people moving from welfare to work will be able to identify transportation connections that reduce their commute time and meet their needs for support services. This will generally make it more likely that they will participate in job training or find stable employment because it is easier for them to get there.

At first, case managers will help clients use the Internet map system. Training materials and technical support will be provided to case managers while they are learning to operate the program. Participants will gradually learn to access and manipulate the Internet map system themselves. This will give them the freedom to independently get the information they need as their situation changes.

Using data to make the entire community work better

As the project progresses, additional data layers will be added to the public Internet Map System to provide information to make life easier and commutes shorter for everyone. While this service will focus on the needs of people transitioning from welfare to work, information on transportation options will help anyone who can't or won't drive or strives to rely less on their car and more on public transit. In addition, it will provide a powerful tool for regional economic development, enabling future land use and siting decisions that consider the location of other facilities such as employment sites, job training sites, childcare, transit routes, and housing development

Pierce County: governance coordination

The Pierce County Coordinated Transportation Coalition recognized that multiple agencies would need to work together productively if they were to meet their coordination goals. The community forum designed the Interagency Governing Assembly, comprised of local and state leadership, to make decisions and resolve issues about the implementation and management of the coordinated transportation system. The coalition now has three components:

- The Interagency Governing Assembly
- Standing committees: Steering Committee and Accountability Consumer Board
- Ad hoc committees: Community Assembly, and Project Teams

Interagency Governing Assembly

On October 22, 2002, executives from twelve key organizations signed a Statement of Intent pledging to voluntarily provide executive oversight to the demonstration and implementation of the Pierce County Coordinated Transportation Plan.

The Interagency Governing Assembly has responsibilities to:

- Agree upon policies that jointly support and guide development of coordinated transportation
- Share ownership in decision-making and sponsorship of coordinated transportation projects
- Recommend, support and/or provide staff, financial or other in-kind resources to implement the governance and demonstration phase of the Pierce County Coordinated Transportation Plan
- Positively engage labor unions in a discussion regarding the

benefits of coordinated transportation
- Oversee the assessment and evaluation of coordinated transportation demonstration projects
- Designate standing and ad hoc committees and their chairs
- Monitor transportation quality
- Develop cost allocation formulas for shared program trips
- Work with federal and state legislators to change policies or legislation that restrict coordinated transportation

Standing Committees - Two standing committees will support the initial Interagency Governing Assembly: a Steering Committee and an Accountability Consumer Board. Roles and responsibilities of the standing committees include:

Steering Committee - Stakeholder representatives provide project management, policy recommendations, evaluations, draft deliverable products, execute awareness activities, and provide general staff support to the Assembly.

Accountability Consumer Board - Consumers of coordinated transportation review performance and recommend system improvements. Members of the board elect a chair, who serves on the Interagency Governing Assemble.

Other activities

Additional ad hoc committees are formed as needed. The Community Assembly meets quarterly to discuss transportation issues of importance to the community. Numerous project teams are formed to oversee the implementation of the five coordinated transportation demonstration projects.

Pierce County's governance model requires a shift in culture in the transportation community. Participants are moving from seeing each other as competitors to cooperating as partners.

Coalition members John Mikel from Aging and Long Term Care, Jaque Mann-Israel from Educational Service District and Jackie Montgomery of Pierce County Human Services review governance structure options.

Ferry County: maintenance coordination

The Ferry County Coalition realized that vehicle maintenance was a problem for all providers in the county. Lack of local maintenance capability had numerous negative consequences. Vehicles had to take the 3 hour one-way trip to Spokane for maintenance work. The cost of the work was higher than if done within Ferry County and it resulted in the vehicle being out of use for a longer period of time. In addition, it required two drivers to drop off a vehicle then return home, or it necessitated an overnight stay. This is a significant problem in a community with limited transportation resources.

A newly appointed school district superintendent decided that a shared maintenance facility would enhance the ability of all local transportation providers to obtain less costly and more convenient maintenance.

As a result of his inspiration, school districts, senior services, the community action program, and others are pooling resources to develop an "at home" maintenance capacity.

The community colleges are working with the coalition to examine the potential for creating a training facility, and have already identified potential building. A private bus company has committed their expertise to advise the coalition on shop set-up and determining equipment needs.

This project will take nearly two years to completely implement and will provide service to two school districts, two community action programs, the city of Republic, the United States Forest Service, Ferry County, and possibly volunteers and community members.

In addition to providing maintenance services to vehicles operated within the county, the project will also provide a maintenance training program to create a ready pool of maintenance technicians for the area.

Using coordination to solve local problems

At the community level partners discover that they can resolve problems through coordination.

Harborview Medical Center and Hopelink

Harborview Medical Center and Hopelink implemented a successful transportation project. Through coordination, the partners increased efficiency, decreased costs, and provided improved transportation services for patients.

Harborview Medical Center is the largest medical facility in King County. The state-funded center treats many low-income patients with no medical coverage and no transportation. When patients who cannot afford transportation are discharged from the medical center, Medicaid or other programs fund the ride home. Harborview covers the transportation costs for "unfunded" patients – those without Medicaid or any other transportation funding options – who meet specific medical criteria.

Harborview patients who need transportation assistance are primarily from King County, but may be from other counties or states. As Harborview is the level 1 regional trauma center for emergencies, patients are brought into the hospital via helicopter, airplane, ambulance, and ground transportation from other Washington counties, Alaska, Montana, and Idaho.

Hopelink, the Department of Social and Health Services (DSHS) Medicaid broker, coordinates Medicaid-paid transportation for patients from King County and for patients from other counties who stay overnight at the hospital. Hopelink contracts with approximately 20 non-profit and for-profit transportation providers and arranges approximately 1,800 trips per month for Harborview patients.

Scheduling return trips

The major transportation problem for Harborview is that patient return trip times are often unknown and difficult to schedule. Prior to implementing the project, transportation arrangements were made following the DSHS Medicaid model used by most hospitals and brokers throughout the state. According to the guidelines for Medicaid-paid transportation trips, trips must be scheduled with 48 hours notice or trips will be arranged on a space available basis.

Thomas Campbell and Robert Adams of Hopelink coordinate transportation for Harborview Medical Center patients.

Transportation for Harborview patients was typically arranged on a space available basis on the day of discharge from the medical center. When patients who needed transportation were ready to be discharged, case workers and hospital staff called Hopelink to schedule rides. Then Hopelink arranged the lowest available cost transportation through a variety of transportation providers.

Although Hopelink was able to arrange the rides for patients, Harborview and Hopelink faced a number of issues that needed to be addressed:

Long patient waiting times and high percentage of missed rides

- Patients were often not ready for pick up when their transportation was ready. Patients missed rides and transportation had to be rescheduled
- Patients waited in lobby from one to four hours for transportation. Patients were dissatisfied with the long waiting times

Vehicles were not available and transportation was delayed

- The highest demand was for wheel chair lift-equipped vehicles. When several patients were discharged at the same time, there were not enough vehicles or capacity
- King County had a shortage of cabulances during peak hours and transportation for patients was often delayed

Hospital staff time and resources were wasted

- Due to high call volume at Hopelink, caseworkers and hospital staff waited on hold when calling the broker to schedule transportation. Staff time arranging transportation and completing

client paperwork was expensive

- Hospital staff did not have the time, resources, or expertise to coordinate cost-effective and efficient transportation

Hospital administrative costs were high

- Some patients were discharged too late to make connections. If patients were not able to get transportation to another facility in time for the admitting deadline, the hospital had to readmit the patients for an additional night at the hospital
- DSHS Medicaid approval was delayed. The hospital was not able to review patients' Medicaid eligibility when some patients needing transportation were discharged
- The hospital's accounting department had a lengthy process to reconcile invoices with charges
- The reception desk was handing out 600 Metro bus passes each month without closely monitoring and tracking the distribution
- Harborview paid high rates to taxi companies and other transportation providers for patients without Medicaid or other funding. The hospital used a voucher reimbursement system and paid more than Hopelink's contracted rates and fees

Transportation vendors were dissatisfied

- Transportation providers were frustrated because patients were consistently late or missed rides. Taxi companies found that serving Harborview was not a good financial investment because drivers often left the hospital with an empty vehicle after waiting 10 minutes.

The solution? Hopelink schedulers and improved coordination

The primary solution was to have two Hopelink schedulers on-site in the hospital lobby to handle transportation requests and schedule Medicaid and Harborview paid rides. Secondary solutions included improving the transportation request process and increasing coordination with transportation providers statewide.

Through an expansion grant from the Pioneer Square Clinic Respite Program, the partners set up a transportation desk in the hospital lobby in July 2002. Harborview provides desk space at the reception desk, computer equipment, and splits the cost of one scheduler's salary. Hopelink staffs the transportation desk, reviews patient eligibility, and schedules rides through a wide area network connection to the database at headquarters.

Harborview and Hopelink took several steps to ensure that transportation decisions were made around medical care. The hospital worked to spread out patient discharges and to improve the process for requesting transportation. Instead of calling Hopelink, hospital staff now faxes transportation request forms to the on-site staff. To ensure that patients are ready and don't miss trips, Hopelink requests rides

from the transportation vendors after patients are discharged and check in at the transportation desk.

Coordination with transportation providers was a key to the success of the project. Because the highest demand was for rides in wheelchair lift-equipped vehicles, Hopelink partnered with a vendor to stage two vehicles on-site everyday. Hopelink also worked closely with Puget Sound Dispatch to make sure taxis were not waiting or leaving empty so serving the hospital would be a worthwhile investment for them. Hopelink also worked hard to train the staff, drivers, and patients on the new system.

How did the partners arrive at the solution?

The solution was developed through Harborview's Process Improvement Program. Similar to some of the ACCT goals, the medical center's improvement program aims to identify, implement and monitor projects that improve operational effectiveness and increase cost savings.

Hopelink viewed this project as a mutually beneficial improvement to its existing brokerage role with Harborview, as well as a model for Hopelink's other coordination efforts with Lifelong Aids Alliance, Northwest Kidney Centers, and King County Metro.

The project was made possible through a grant from the Pioneer Square Clinic Respite Program. The grant was awarded to help get patients transported to their respite program on time. Because many patients were unable to get transportation from Harborview to the other location by the arrival deadline of 3:00 p.m., the hospital had to readmit patients for an overnight stay at the hospital. The delay in transportation increased hospital costs including staff time handling readmitting paperwork.

Through coordinated transportation, Harborview and Hopelink improved efficiency, reduced costs, and increased client satisfaction.

Coordinated transportation improved efficiency and reduced costs

- Harborview reduced costs paid to transportation providers for Harborview-funded transportation. Hopelink provided more of the rides and has lower rates than Harborview due to the high volume of requests. Hopelink uses prearranged contract rates and fees and closely monitors mileage and trips
- Transportation costs are reduced because more trips are combined without double billing. Hopelink can group rides of patients and can put Harborview and Medicaid patients on the same vehicles instead of transporting patients one at a time
- Hospital readmitting costs have decreased because discharges are not delayed, patients are not missing rides, and patients are able to

get transported to the respite clinic before the arrival deadline

- Harborview staff and resource costs are reduced because hospital staff spends less time coordinating transportation. Instead of calling the 800 number and waiting on hold, the staff simply faxes requests to the transportation desk
- Harborview has reduced bus ticket expenses because Hopelink staff is on-site and able to monitor and track the distribution of Metro bus tickets

Coordinated transportation increased patient and vendor satisfaction

- Hopelink provides Just In Time service for about 80 outbound patients each day. Rides are not missed and patient waiting times are reduced from hours to 10 – 15 minutes
- Patients feel less anxiety about transportation. Staff is on-site to greet patients, answer transportation questions, and hand out bus passes
- Hopelink has improved contract management with transportation providers. Staff is on-site to watch drivers, check customer service, and ensure that vendors are following the rules
- Transportation providers have more financial incentive to serve Harborview patients. The vendors save time and resources because passengers are ready for pick-up when they arrive at the hospital. Instead of leaving with empty vehicles, taxi drivers are able to get in and out with passengers in five minutes

What are the future goals for coordinated transportation?

Harborview and Hopelink are pleased with the results of the coordinated transportation project and plan to collaborate on more improvements:

- Increase Coordination with other transportation brokers
- Expand transportation desk hours
- Expand services to handle non-patient services
- Expand services to work with other transportation providers

Pierce County Coordinated Mental Health

For many years transportation for mental health clients in Pierce County has been a problem. A collaborative solution results in a reduced cost per trip and improved outcomes for clients.

Because of the presence of Western State Hospital in Pierce County, the county has a disproportionate share of residents who are clients of the state's mental health system. Most are on federal or state funded disability programs and are eligible for the state's Medical Assistance program. Having personal transportation is not the norm, so most of these clients rely on public transportation. Medical Assistance (MAA) pays for trips to medical services that are covered by the program

High volumes and high costs

The volume of trips for mental health clients is high. At an average cost of $8.94 per trip in Pierce County for all trips and all modes, there was a need to minimize the costs while providing Medicaid clients with access to the health care services they need. Since transportation to mental health services accounts for over forty-six percent of the 71,000 Medicaid trips in Pierce County, coordinated transportation cost savings would make a big impact.

Greater Lakes Mental Health Care staff offer bus passes to clients. Not only are bus passes less expensive than demand- response transportation, they also provide mobility throughout the month- not just to mental health appointments.

Bus passes are low cost and can be used for all medical appointments during the month. Therefore, Medicaid clients are encouraged to ride fixed-route public transportation. For Medicaid clients with documented severe medical conditions, more customized modes of transportation are offered including lift-equipped vehicles, taxis, volunteers, cabulances, or door-to-door services.

However, even though bus passes are less expensive and provide greater utility to the client throughout the month, both the client and the mental health treatment facilities have a preference for the more expensive, customized modes of transportation, even if the client is capable of riding the fixed route bus. For the client, it offers the convenience of door to door service. For the service provider, it offers a greater likelihood that the client will keep an appointment, since the door to door service requires no effort on the client's part. As a result, the fixed route service was under-utilized.

A major goal of the treatment providers is to integrate clients into the community and help develop the skills to live independently. This means addressing mobility issues. To the extent that clients are skilled in using the public transportation system, their success in maintaining their independent living situation is enhanced.

Large mental health facilities assist their Medicaid clients by requesting bus passes and scheduling patient trips through the broker. As mental health facilities are fast-paced environments with case managers handling numerous patients, helping patients with transportation can be challenging:

- Learning the guidelines and requesting bus passes and scheduling trips is time-consuming for staff. For example, clients forget to pick up bus passes and the facility has to return them to the broker after the 15th of the month
- Keeping client transportation files updated is difficult because patients come and go and their Medicaid eligibility and medical conditions change

Transportation brokers often face challenges when processing requests from mental health facilities:

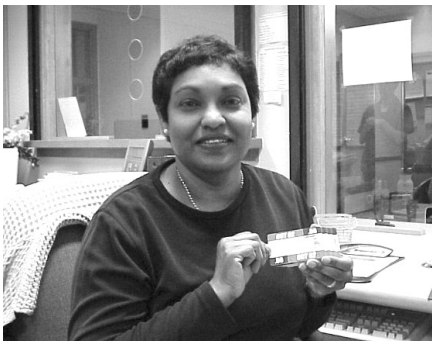
- Duplicate clients are often listed on various facility bus pass requests

- Even after a patient's medical condition has improved, clients may continue requesting higher cost transportation instead of using public transportation
- Client files are not kept current resulting in facilities requesting bus passes for clients who are deceased or who are no longer receiving treatment
- Requests for bus passes are not sent to the broker in a timely manner causing difficulties updating and processing client files

How did transportation partners in Pierce County solve the problems?

In Pierce County, the largest mental health facility, the regional broker, and Pierce Transit are working collaboratively to promote the use of public transportation and reducing the use of higher cost alternatives for patients traveling to medical appointments. Participating organizations share the goal of encouraging Medicaid clients to use Pierce Transit buses to get to medical appointments:

- Paratransit Services is required to arrange the lowest cost, most appropriate, form of transportation for patients. Public transportation is typically the most cost-effective solution because the $40 monthly passes can be used for multiple appointments whereas specialized service can cost up to $100 each way
- Greater Lakes Mental Healthcare is focused on helping people with mental disabilities with their recovery. They believe patients will gain independence by riding the bus instead of using door-to-door service. Not only do the bus passes allow patients to access the mental health services they require to stay healthy, they give patients the freedom to ride the bus for other transportation needs throughout the month
- Pierce transit does not want to foster dependence on more costly paratransit service when fixed route services are available to meet the need
- DSHS wishes to ensure access to services while making best use of the public dollar



Susila Balasundaram assists almost 500 mental health patients through the GLMHC coordinated transportation program.

How is the transportation coordinated?

Unlike many health facilities, Greater Lakes Mental Healthcare has a dedicated staff person, Susila Balasundaram, who manages the mental health facility's passenger lists. Sue is organized, efficient, and has developed a formal process to ensure that clients receive monthly bus passes and transportation to appointments.

Sue works cooperatively with Paratransit Services. She maintains a detailed binder on clients who need bus passes or rides, screens client eligibility, removes and adds clients to the database, keeps copies of medical coupons, completes required order forms on time, and clearly communicates passenger needs with Paratransit Services.

Greater Lakes Mental Healthcare, Pierce Transit, and Paratransit Services provide Medicaid clients with efficient transportation service:

- Greater Lakes Mental Healthcare strongly encourages patients to ride the bus instead of using door-to-door services. They distribute over 450 bus passes each month providing rides to approximately 85 percent of their Medicaid patients who need transportation assistance
- Greater Lakes Mental Healthcare adjusts medical appointment times and schedules mental health classes to coordinate with the bus schedule. Appointments may start 20 to 40 minutes after the hour for patients using Pierce Transit
- To transition shuttle riders to fixed-route service, clients anxious about riding the bus are enrolled in Pierce Transit's travel training program. Through the training, someone actually rides the bus with the client to help them learn how to ride the bus and read the timetables
- Taxis and individual bus tickets are used for emergency care only
- Group rides are maximized because Greater Lakes Mental Healthcare provides Paratransit Services with a complete list of all patients who will need door-to-door service, their addresses, and appointment times. Instead of calling every time someone needs a ride, Greater Lakes Mental Healthcare faxes an updated list every two weeks. Because Paratransit receives the information well in advance, they are able to plan ahead and combine the rides with other passengers

Success: saving money and helping patients

Through coordination efforts, GLMHC and Paratransit Services found more efficient ways to deliver transportation services and created a win/win situation for both taxpayers and mental health patients.

Coordination resulted in a significant reduction in transportation costs. Compared to the $8.94 average cost per trip in Pierce County, the Mental Health transportation costs in Pierce County averaged only $2.90 per trip in 2002. In Pierce County, approximately 66 percent of Medicaid client trips are made using public transportation, which is one of the highest percentages of clients using bus passes in the state.

Coordination brought partners together to find more efficient ways to deliver transportation services to mental health patients. Through the use of bus passes, low-income clients access necessary medical appointments and important locations such as the grocery store and workplace. By riding the bus, patients were able to become more independent, self-reliant, and a more productive part of the community.

Appendix A

ACCT Council Members

Ms. Paula Hammond, Chair
Department of transportation
PO Box 47390
Olympia, WA 98504-7390

Mr. Reg Clarke
(representing the Washington Association of Pupil transportation)
Edmonds School District
3009 Alderwood Mall Boulevard
Lynwood, WA 98036-1478

Ms. Liz Dunbar / Mr. Doug Porter
Department of Social & Health Services
PO Box 45020
Olympia, WA 98504-0520

Mr. Glen Hallman
Consumer Representative
1510 40th Street
Bellingham, WA 98226-4902

Mr. Michael Harbour, Vice-Chair
(representing the Washington State Transit Association)
Intercity Transit
PO Box 659
Olympia, WA 98507-0659

Mr. Andrew Johnsen
Governor's Transportation Policy Advisor
PO Box 43113
Olympia, WA 98504-3113

Ms. Marcia Riggers
Office of the Superintendent of Public Instruction
PO Box 47200
Olympia, WA 98504-7200

Ms. Bernice Robinson
Consumer Representative
FAA Northwest Mountain Region
1601 Lind Ave SW
Renton, WA 98055

Ms. Marilyn Mason-Plunkett
(representing the Community Transportation Association-Northwest)
People for People
PO Box 1665
Yakima WA 98947-1665

ACCT Legislators

House of Representatives transportation Committee

(R) **Representative Fred Jarrett**
41st Legislative District

(D) **Representative Alex Wood**
3rd Legislative District

Senate transportation Committee

(D) **Senator Tracey Eide**
30th Legislative District

(R) **Senator Jim Horn**
41st Legislative District

House of Representatives Appropriations Committee

(R) **Vacant**

(D) **Representative Mark Miloscia**
30th Legislative District

Senate Ways and Means Committee

(D) **Senator Mailyn Rasmussen**
2nd Legislative District

(R) **Senator Larry Sheahan**
9th Legislative District

PACT Forum Members

Janet Abbett
CTED,Office of Trade & Economic Development WorkFirst Division

Donald Chartock
WSDOT

Cindy Beckman
DSHS, Children's Administration

Kimberly Craven
Governor's Office Of Indian Affairs

Cathy Cochran
DSHS, Olmstead Planning Project

Jeannie Gorski
DSHS, Division of Developmental Disabilities

Tom Gray
DSHS, Medical Assistance

Nancy Hanna
CTED, Office of Community Development

April Harris
Department of Veteran's Affairs

Ian Horlor
DSHS, Economic Services, WorkFirst

RoseAnne Jacobs
Employment Security Department, WorkFirst

Allan J. Jones
OSPI, Pupil Transportation & Traffic Safety Education

Ruth Leonard
DSHS, Division of Alcohol and Substance Abuse

Bob Lewis
Office of Financial Management

Mary Looker
Department of Health, Office of Community & Rural Health

Patty McDonald
DSHS, Aging and Adult Services

Kathy Burns Peterson
DSHS, Mental Health Division

Lee Ruddy
DSHS, Division of Vocational Rehabilitation

Lynne Shanafelt
CTED, Office of Community Development Children's Services

Cathy Silins
WSDOT

Jeanne Ward
ACCT Administrator

Asotin County

Asotin County is located in the far southeastern corner of Washington State. To the east it is bordered by Idaho, and by Oregon to the south. Asotin is one of the smallest counties in the state geographically, with only 635 square miles.

Clarkston and Lewiston, Idaho, just across the Snake River, together form a trading center primarily for north central Idaho but also for Garfield County, which has fewer than 1,000 residents.

Lead agency for coordination

The Council on Aging and Human Services serves as the lead agency for coordination activities.

However, based on the 2000 Census the Lewiston/ Clarkston area exceeded 50,000 in population and thus is newly designated as a Small Urban Zone. The five governmental jurisdictions in the area are in the process of creating a Metropolitan Planning Organization. The MPO will probably transition into the coordination and planning entity for the area.

In the rural areas of the state the population is dispersed and transportation providers are scarce. Coordination becomes even more critical as a tool for getting the most out of existing resources.

Population and employment

Asotin County's population totals 20,551 according to the U.S. Census 2000. Over 60 percent of county residents live outside incorporated areas, one of the highest percentages in the state. Forty percent of residents live in the county's two municipalities, Clarkston (6,890) and Asotin (1,105). Median income is one of the lowest in the state, although the unemployment rate is low at 5.5 percent.

Over half of the county work force is employed outside of Asotin County. The vast majority of those go to manufacturing jobs in Idaho. A large number of people work in Whitman County. This commute pattern has major implications for transportation.

Social services

More than 32 percent of county residents use DSHS services at an annual cost of more than $33 million. In almost all cases, these services do not include client transportation to access services.

According to DSHS, more than 5,000 Asotin County residents qualify for medical and health-related services for individuals and families with low incomes and resources. Medicaid is the largest program providing medical services to Washington State's poorest people. The Medicaid program covers transportation for those who have no other way to access medical services.

More than 4,000 Asotin County residents qualify for services provided by the Economic Services Administration including WorkFirst, Temporary Aid to Needy Families (TANF), food assistance and refugee grants.

Major providers of transportation for people with special transportation needs

Transit authority

There is no transit system in Asotin County. However, Valley Transit in Lewiston, Idaho provides transportation between Lewiston, Idaho and Clarkston and Asotin in Washington.

School districts

Two school districts spend a total of $474.833 on pupil transportation.

Non-profit community transportation providers

- Council on Aging and Human Services Transportation (COAST) is the Medicaid broker for the county, and provides other transportation as well
- RSVP – senior volunteer transportation
- Interlink – volunteer transportation
- Rogers Counseling Center
- Asotin County Developmental and Residential Services
- Lewis-Clark Head Start

For-profit community transportation providers

- Northwestern Trailways
- Wheatland Express
- Black and White Cab
- All Ways Transportation

Local ACCT team and project focus

The Asotin County Coalition is currently inactive, awaiting formation of the MPO and changes in available funding sources. The rural public transportation funding that COAST has received in the past to provide services in Asotin County cannot be used for service in an urban area. It will be replaced by FTA formula funding. The funding will require

a formal bidding process by Asotin County. Through this process an entity will be identified to provide service.

The formation of the MPO changes the dynamics of transportation coordination in the county. Therefore, the coalition decided it was not productive to develop and implement a coordination plan until after the MPO is in place.

Innovative coordinated transportation approach

Valley Transit used a three-year Housing and Urban Affairs grant to establish a small fixed-route service in the Lewiston/Clarkston Valley.

Local priority project if additional funding is available

Expansion of fixed route service and continuation past the original grant period is a priority, as well as establishment and coordination of evening and weekend services targeted to employment and childcare.

Long-term transportation goal

Secure needed funding to extend the current fixed-route services past the pilot grant period. Transition is needed to establish metropolitan planning organization formation and leadership in the urban areas. The new services established under the metropolitan planning organization and increased Federal Transit Administration funding will need to be carefully coordinated with existing social service and childcare transportation

Chelan, Douglas, and Okanogan Counties

Chelan, Douglas, and Okanogan Counties are located in North Central Washington, just east of the Cascade Mountains.

With an area of 2,915 square miles, Chelan is the third largest county in Washington State. Roughly 90% of its land mass is in the Wenatchee National Forest.

Douglas County has a landmass of 1,817 square miles. The western part of the county consists of hills and canyons. The central and eastern parts of the county are rolling hills and open flat land.

Okanogan County is the largest county in the state with an area of 5,281 square miles – 8% of the state's land mass. The western half of the county and the northeast corner is dominated by rugged mountain terrain. The center of the county is a valley formed by a network of rivers.

Lead agency for coordination

Link Transit serves as the lead agency for activities to coordinate special transportation needs. Link Transit serves the Public Transportation Benefit Area of Chelan and Douglas counties. Okanogan Senior Services plays a key supporting role by integrating Okanogan into the coalition.

Population and employment

Chelan County's population was 66,616 according to U.S. Census 2000, with a population density of 23 people per square mile. An estimated 56% of the population lives in the incorporated parts of the county, and 95% of those live in Wenatchee, which has a population of 27,930.

Douglas County's 2000 population was 32,603, with a density of 18.2 people per square mile. Residents tend to live in unincorporated areas (69%). The largest city is East Wenatchee with a population of 5770.

Okanogan County's 2000 population was 32,603, with a density of 7.54 per square mile, well below the state average of 89.74 per square mile. Sixty percent of the population lives in unincorporated areas. The largest incorporated area is Omak (4730) followed by Okanogan (2480).

Principal employment revolves around seasonal agriculture employment, governmental services, and retail. One area of growth is in the senior service arena with corresponding increases in health services, assisted living facilities and nursing homes.

Social services

More than 29 percent of Chelan County residents use DSHS services at an annual cost of more than $71 million. More than 26 percent of Douglas County residents use DSHS services at an annual cost of more than $30 million. More than 34 percent of Okanogan County residents use DSHS services at an annual cost of more than $50 million. In almost all cases, these services do not include client transportation to access services.

According to DSHS, more than 16,000 Chelan County residents, 7,000 Douglas County residents, and 11,000 Okanogan County residents qualify for medical and health-related services for individuals and families with low incomes and resources. Medicaid is the largest program providing medical services to Washington State's poorest people. Medicaid covers transportation for those who have no other way to access medical care.

More than 10,000 Chelan County residents, 4,000 Douglas County

residents, and 6,000 Okanogan County residents qualify for services provided by the Economic Services Administration including WorkFirst, Temporary Aid to Needy Families (TANF), food assistance and refugee grants.

Major providers of special needs transportation

Transit authority

Link transit provides services in Chelan County and in western and southern Douglas County, offering:

- 13 fixed routes
- 2 deviated routes
- Demand response paratransit service
- Monday through Friday services between 5:00 AM and 8:30 PM

In 2001 Link Transit provided 601,955 passenger trips on the fixed rote service, 26,801 deviated route passenger trips, and 107,301 demand response passenger trips. Operating expenses were $5,486,733

School Districts

Chelan

Seven school districts spend a total of $2,008,000 on pupil transportation.

Douglas

Six school districts spend a total of $1,158,700 on pupil transportation

Okanogan

Eight school districts spend a total of $2,249,700 on pupil transportation

Non-profit community transportation providers

- Trancare Under contract with DSHS, serves as the Medicaid broker for the counties of Chelan, Douglas, and Okanogan. In 2001, Trancare brokered nearly 28,000 trips for Medicaid clients at an expense of $0.8 million. In addition Trancare provides trips within the three county area for other purchasers.
- Okanogan Senior Services
- Catholic Family and Child Services Volunteer Services
- Chelan-Douglas RSN Volunteer Services

For-profit community transportation providers

- Northwestern Trailways
- Gateway Bus Co.

Local ACCT team and project focus

The coalition conducted an inventory of existing resources and service gaps and is developing coordination projects to address those gaps.

Innovative coordinated transportation approach

The coalition is working to develop connections to existing transportation services and establish a joint coalition project with Grant/Adams Special Needs Transportation Coalition to create a transportation connection between the two areas.

The coalition started a demonstration project called the "Mansfield Connection" to bring transportation service to a remote rural area unserved by public transportation. The Mansfield Connection shares the use of a call center, existing vehicles and volunteer drivers to bring people in from the outlying area and connect them with other transportation options such as Link Transit, Trailways, Amtrak, and taxi services.

Local priority project if additional funding is available

With addition funds the coalition would partner with the Grant/Adams coalition on the "Basin Connection" project. This would enable people in the remote areas of western Grant county to access services in Wenatchee, the closest town of size.

Long-term transportation goal

The Chelan/Douglas/Okanogan coalition's long term special needs transportation goals are:

- To develop a transportation model that will serve unmet needs through coordination and efficiency
- Initiate a central one-stop call center for ride requests
- Find sources of money other than statewide ACCT grants to continue local coordination and service improvement effort

Coalition member, Cecelia Jones, has a new lease on life, thanks to assisted transportation.

Local coordination success story:

Link Transit Provides Lifeline for Resident

Without public transportation in Wenatchee, Laura (last name withheld at her request) wouldn't be able to get to work, to shopping centers, or anywhere else, for that matter. She is legally blind and unable to obtain a driver's license.

"Without public transportation I would never be able to work," she said. "I'm just grateful to have transportation at all."

Laura has been riding Link Transit for about three years and chose to live in Wenatchee because of its transit system. She serves as a member of the Link Transit Americans with Disabilities Act Advisory Committee.

"If I am to get to work to be able to pay taxes in my community, I need public transportation. If I'm to go out and spend my wages in this community, I need to be able to get there," she said. "I'm completely dependant on transit."

Link is the lead agency of a coalition of transportation providers in Chelan, Douglas and Okanogan counties that was established with the help of the Agency Council on Coordinated Transportation (ACCT). This and other ACCT coalitions around the state are working to improve special needs transportation efficiency and, as a result, offer more rides.

How would Laura get around if it weren't for transit? "I wouldn't," she said.

Yet, as important as public transportation is, it is not available everywhere in the three counties. Through coordination, the coalition plans to expand services to the areas that currently have no options.

For Laura, transit service is more than a convenient commute, it's a lifeline that helps her live and work independently.

Local coordination success story:

The Mansfield Connection – Coordination Brings Service to a New Area

Mansfield is about 62 miles east of Wenatchee -- a farming town of about 400 people out in the scablands of Eastern Washington.

It is an area identified through a community survey as having no public transportation service except for that provided to Medicaid patients going to medical appointments. Due to a collaborative community effort the residents of Mansfield now have an opportunity one day a week to travel to the big city for services, shopping, visiting, and cultural opportunities.

The Mansfield Connection offers new travel opportunities to rural residents.

People can reserve space on the Mansfield Connection, the 12-passenger TranCare bus by calling TranCare, a Wenatchee-based private, nonprofit transportation service that mainly provides Medicaid patients with rides to medical appointments. TranCare already has a

call-taking, scheduling, and dispatching system in place to use for this new service, and is the only provider sending vehicles to Mansfield on a routine basis.

The bus picks people up in Mansfield and takes them to a location where they can transfer to a Link Transit bus that offers transportation in a wider area.

A round trip costs $2.

The Mansfield Connection is being provided on a six-month demonstration basis through a grant from the Agency Council on Coordination Transportation. The Chelan/Douglas/Okanogan Coordinated Transportation Coalition applied for the grant to demonstrate how coordination can enable the community to provide service to the remote areas

After it first months of service, the Mansfield Connection ridership was steady at three to five riders each week, reaching a peak of nine during the holidays. Riders use the service primarily for medical and social trips. The coalition plans to continue the service after the demonstration period, and possibly expand into Okanogan county utilizing existing coalition member resources such as Okanogan County Senior Services and Trailways to increase the area and meet additional needs.

Clallam County

Clallam County, with an area of 1,745.2 square miles lies across the northern half of Washington's Olympic Peninsula. Its western boundary is the Pacific Ocean and its northern boundary is the Strait of Juan de Fuca. The southern boundary, the only land border, cuts through Olympic National Park, the nearly million-acre wilderness interior of the peninsula. There are four Native American Indian Reservations in the county.

"By coordinating our vehicle purchase with Clallam Transit, we saved $30,000 on one transaction", reports coalition leader, Tim Hockett. "This money saved was used to provide additional rides."

Lead agency for coordination

Olympic Community Action Programs, a non-profit social services agency, is the lead agency for activities to coordinate special needs transportation.

Population and employment

Clallam County's population totals 64,179 according to U.S. Census 2000, with a population density of 38.3 residents per square mile. Population growth is spurred by in-migration as large number or

retirees move to the county. Twenty percent of county residents are over age 65, as compared with 11% in the rest of the state.

There are three incorporated cities in Clallam County. The largest, Port Angeles, with 18,930 residents accounts for 28% of the population. The other two are Sequim (4430) and Forks (3450). Sixty of the population lives outside of these cities.

In the past, Clallam County relied heavily on timber and wood product industries and salmon fishing. A new emphasis includes tourism and retirement, shifting economic activity from the manufacturing sector to the service sector.

Social services

Almost twenty-four percent of county residents use DSHS services at an annual cost of more than $68 million. In almost all cases, these services do not include client transportation to access services.

According to DSHS, almost 13,000 Clallam County residents qualify for medical and health-related services for individuals and families with low incomes and resources. Medicaid is the largest program providing medical services to Washington State's poorest people. The Medicaid program covers transportation for those who have no other way to access medical services.

More than 8,000 Clallam County residents qualify for services provided by the Economic Services Administration including WorkFirst, Temporary Aid to Needy Families (TANF), food assistance and refugee grants. Median income for the county is $36,449; 32 percent less than the state average of $53,760.

Pat Downie, Volunteer Chore coordinator, says that Clallam County's Transportation Coordination Coalition has a value to the community beyond the specific work accomplished to date. A focal point for addressing special needs transportation is necessary and should continue.

Major providers of transportation for people with special transportation needs

The Clallam County coalition conducted an inventory of its transportation resources early in 2002. It identified over 75 entities that provided some level of transportation service.

Transit authority

Clallam Transit serves all of Clallam County, offering

- 13 fixed routes
- Demand response paratransit services
- Services Monday through Friday between 4:00 a.m. and 11:30 p.m.
- Saturday service between 7:00 a.m. and 10 p.m.

In 2001, Clallam transit provided 653,800 passenger trips on the fixed route service and 55,159 demand response passenger trips. Operating expenses were $4,682,745.

It should be noted that Jefferson Transit provides fixed route connecting service to and from destinations within Clallam County: from Sequim to Port Townsend; from Forks to and through West Jefferson County on the coast.

School districts

Five school districts spend a total of $1,805,000 in 2002 on pupil transportation

Non-profit community transportation providers

- Olympic Community Action Programs
- Paratransit Services is the Medicaid broker for Clallam county
- Catholic Charities/Volunteer Chore Services

For-profit community transportation providers

- Olympic Bus Line
- Pennco Transportation
- Acme Taxi (Port Angeles)
- Blue Top Taxi (Port Angeles)

Local ACCT team and project focus

Job access

The coalition applied for and received a JARC grant to implement services in the remote western section of the county. With the JARC funds, the coalition is transporting low-income rural residents to neighboring cities for increased job access and job training and to transport children of low-income rural residents to daycare services.

Information sharing

A major coalition project is to compile information on the 75 transportation providers in an easy to access, centralized format. This would enable riders and social service agencies to learn about the available options and make travel choices. It will also allow the coalition to identify service gaps - facilitating planning and coordination. A transportation call center is also envisioned.

Innovative coordinated transportation approach

The Olympic Community Action Programs will operate three vanpools in the west end of Clallam County to serve the remote communities of Neah Bay, Clallam Bay, LaPush and Forks. The routes will be designed to connect people with low-incomes to areas where jobs are located.

Local priority project if additional funding is available

Expand efforts to transport people with low-incomes in rural areas to job centers. Develop a transportation focused call center for one-stop access to transportation information.

Long-term transportation goal

Develop a single brokerage service to for all people with special transportation needs in the county.

Further develop administrative efficiencies between agencies, pooling resources and knowledge for vehicle purchasing, vehicle maintenance, driver training, and insurance pooling.

Local coordination success story:

Collaboration Yields Transportation Improvements

Tim Hockett sees no reason to reinvent the wheel. He and his Clallam County team are closely following the successful model of coalition development in neighboring Jefferson County. As Deputy Director of Olympic Community Action Programs, Tim is leading the charge toward coordinated transportation in Clallam County. By collaborating with their neighbors, Tim efficiently built an enthusiastic, committed and involved transportation coalition.

The collaborative partnership between Clallam County and Jefferson County started in 1999, when the two counties joined forces to write Job Access and Reverse Commute grant applications. Tim saw firsthand that the process in Jefferson was much easier because they had a well-developed coalition.

Following the lead of Jefferson County, Tim applied for and received $20,000 from the Agency Council on Coordinated Transportation (ACCT). Olympic Community Action Programs became the lead agency for coordinated transportation in Clallam County. The next step was to build a local coalition. Tim attended Jefferson County Coalition meetings to familiarize himself with some of the local issues and players.

He also noticed that a Clallam timber task force had recently completed their work. They focused on the impacts of the declining timber industry. “I thought that group of agencies was ideally suited to take on transportation needs in our community,” recalls Tim. Tim called former timber task force members and the local transit system together to start a transportation coalition for Clallam.

Collaboration helped Clallam get ahead of the game despite a slower start. Recently they completed a transportation needs study that:

- Inventories available transportation services
- identifies areas ripe for immediate coordination
- provides a basis for building a real coordinated transportation system

The most exciting development to date however is the purchase of three vans to transport low-income workers on the West End of Clallam County.

Through coordination, transportation is now available in the remote rural western end of Clallam County.

The community action agency coordinated with Clallam transit to purchase three vans to operate as vanpools in the remote West End. A recent study compared the density of low-income residents with areas of greatest job potential. They were located at two opposite points. The van routes will bridge the gap.Through the coordinated purchase the coalition saved $30,000, which can now be used to purchase more trips.

The collaborative model was also use to implement the vanpool routes. OCAP purchased the vans, Clallam Transit provides fuel, and the local school district provides maintenance. Clallam Transit trains the drivers, who, like most of their future passengers, are Temporary Assistance to Needy Families recipients. Two people per vanpool are trained and assigned driving duties to allow for adequate coverage.

Case managers with the Department of Social and Health Services and Employment Security will identify eligible passengers who are expected to include:

- Workers who now incur high costs for work related transportation
- Those who would work if they had stable transportation
- Those seeking work
- Workers who need to get their kids to daycare but cannot use fixed transit to do so
- Those seeking work-related training

Hockett explains that vanpools combine ease in commuting and low cost. For example, one vanpool route is an hour drive one-way. Roundtrip, this would cost $35 to drive in a personal vehicle and pay for gas and maintenance at state rates. These vanpools will allow people to easily and conveniently move throughout the West End of the county without a car.

By the end of June 2003 Clallam expects to have provided 30,000 rides with their Job Access and Reverse Commute Program. Meanwhile, the Clallam County Coalition is identifying unaddressed transportation gaps at its monthly meetings. They are gathering

information and forging solutions to reach their goal of a self-sustaining plan that serves all coalition members and its citizens.

Tim would like to see the vanpool routes and schedules synchronized with other transportation using new auto-mapping and geographic information systems technology. He already plans to supplement the local vanpool routes with paratransit vans to shuttle arriving passengers to individual locations. He expects this to be especially attractive for job commuting passengers who also need to transport their children to daycare in Forks.

Tim credits his early success in coordinating transportation to learning from others. Jefferson County laid the foundation for his thinking. Other communities with whom he communicates at state meetings and trainings are always willing to share their ideas. He believes very strongly that there are still many undiscovered, innovative ways of getting people from one place to another.

So far, the local communities in Jefferson and Clallam Counties have been supportive of the notion of coordinated transportation, but the vision must be borne out in effective and efficient service to those with special transportation needs.

In summing up their success to date, Tim believes a few things are true:

1. Don't start over … build on what you know … stand on the shoulders of others; and
2. Funding opportunities will favor those who are working together in broad coalitions.

"We have to use the systems we have, if we want to get anywhere," says Tim. "And we have to work together."

Ferry, Pend Oreille, and Stevens Counties

Ferry, Pend Oreille, and Stevens Counties are located in the northeast corner of the State of Washington. The counties are bordered on the north by Canada, the east by the state of Idaho.

The land mass of the Tri-County area is 6068 square miles. Stevens County, with 2486 square miles, is the 5th largest county in the state.

Lead agency for coordination

Rural Resources Community Action Agency, a non-profit social service agency, is the lead agency for coordination activities in the Tri-County area.

Population

The population of the Tri-Counties is over 59,000, with a population density of 10 people per square mile. According to U.S. Census 2000, Ferry County's population was 7,260 and Pend Oreille County's 2000 population was 11,732. Stevens County's 2000 population was 40,066, or 68% of the Tri-County population.

There are only 12 incorporated areas in the Tri-Counties; six in Stevens County, five in Pend Oreille County, and one in Ferry County. More than three quarters of the population of these rural counties live outside incorporated cities. The low density and dispersed nature of the population presents unique transportation challenges.

Social services

More than 34 percent of Ferry County residents use DSHS services at an annual cost of more than $8 million. More than 35 percent of Pend Oreille County residents use DSHS services at an annual cost of more than $18 million. More than 30 percent of Stevens County residents use DSHS services at an annual cost of more than $45 million. In almost all cases, these services do not include client transportation to access services.

According to DSHS, more than 2,000 Ferry County residents, 3,500 Pend Oreille County residents, and 10,000 Stevens County residents qualify for medical and health-related services for individuals and families with low incomes and resources. Medicaid is the largest program providing medical services to Washington State's poorest people. The Medicaid Program covers transportation for those who have no other way to access medical services.

More than 1,000 Ferry County residents, 2,000 Pend Oreille County residents, and 6,000 Stevens County residents qualify for services provided by the Economic Services Administration including WorkFirst, Temporary Aid to Needy Families (TANF), food assistance and refugee grants.

Major providers of transportation for people with special transportation needs

Transit agency

There is no transit system in the three county area.

School districts

Ferry County:
Five School districts spend a total of $759,500 on pupil transportation

Pend Orielle County:
Three school districts spend a total of $1,068,600 on pupil transportation.

Stevens County:
Ten school districts spend a total of $2,969,000 on pupil transportation.

Non-profit community transportation providers

- Rural Resources Community Action Agency
- Catholic Charities/Volunteer Chore
- Special Mobility Services. SMS is the Medicaid broker for the region. SMS brokers over 26,600 rides each year with a budget of $.0.8 million.
- Carreer Path Services
- Ferry County Community Services

For-profit community transportation providers

- Kettle Falls Taxi
- Arrow Taxi
- Deer Park Taxi

Local ACCT team and project focus

Local transportation coordination advocates are working to educate local residents about existing transportation options, enhance communication between social service transportation providers, and provide ride matching and guaranteed ride home services.

Innovative coordinated transportation approach

Pend Oreille County coalition members are testing a web-based reservation and eligibility service. This service will help social service transportation providers streamline communication and service.

A new ride matching and guaranteed ride home service in Stevens and Pend Oreille Counties brings together any drivers and riders who wish to participate, including those with special transportation needs.

Coordination coalition leader Kelly Scalf (right) from Northeast Rural Resources, shares experiences with Sandy Stutey from King County Metro.

Local priority project if additional funding is available

Purchase community vans so volunteer drivers can help social service providers meet a variety of transportation needs.

Long-term transportation goal

Streamline transportation information sources and serve the transportation needs of all three counties.

Local coordination success story:

Coordination Bridges Transportation Gaps

Rural Resources Community Action is the lead agency for transportation coordination efforts in the northeastern part of Washington State. The agency provides a variety of services to meet basic social and economic needs of rural residents and nearby communities, but in transportation it truly shines. This is due in large part to the collaboration efforts of its fellow transportation coalition members.

Rural Resources serves about 6,000 families and provides 60,000 trips per year in Ferry, Pend Oreille and Stevens County. Transportation audiences with special needs include Headstart students, senior citizens, the economically disadvantaged, and/or people with disabilities. Rural Resources also offers an array of other social services, from food to literacy education to housing assistance.

Many people who reside in these three counties in northeast Washington State require transportation to access:

- Community colleges
- Washington State University extension branches
- Washington State Department of Social and Health Services offices
- Washington State Employment Security
- Regional medical centers located in Republic, Colville, Newport and Spokane – more than 180 miles from home for some people

Northeast Washington is an economically depressed area that relies on outside funding to meet basic needs of its residents—especially for transportation. After applying for and receiving funding from the Agency Council on Coordinated Transportation, Rural Resources and Pend Oreille County community organizations formed a coalition. They now work on an informal basis with partners in Ferry and Stevens Counties.

Project partners developed a transportation plan to review gaps in service and develop strategies for meeting identified needs. Project partners sought support from local county commissioners and hosted public forums to discuss coordinated transportation. This led to their first project. The forums revealed that many people weren't aware of available transportation services. A web site was quickly developed to provide information about available transportation services in the Tri-County area.

While an informational website was helpful, project partners decided they could use technology to do even more. Now members of the Pend Orielle County coalition are using ACCT funds to test a web-based reservation and eligibility screening service that helps social

service transportation providers streamline communication.

The system offers transportation providers the ability to obtain a printout of previously scheduled trips made by other transportation providers and to match people who need rides to those services. It also allows callers to receive information about transportation resources and local social service agency options in one phone call, rather than in many calls to individual providers. When fully implemented, coalition members hope to serve the transportation needs of all three counties.

Coalition partners also introduced a carpool ride match and guaranteed ride home service for people who live or work in Stevens or Pend Oreille County. The ride matching and guaranteed ride home services are open to all who wish to participate, including people with special transportation needs.

In addition, local coordination fostered by ACCT helped fuel the coalition's success at obtaining funding for their ride matching and guaranteed ride home service. By demonstrating community involvement and coordination, project partners were better able to compete for Job Access and Reverse Commute (JARC) grant funding for their ride matching project. JARC funds are provided by the Federal Transit Administration and the Washington State WorkFirst Initiative, a state agency partnership coordinated through ACCT.

Grant and Adams Counties

Adams and Grant Counties are located in eastern Washington State in the fertile Columbia Basin. Grant County has an area of 2660 square miles, making it the 4th largest county in the state. Adams County has an area of 1922 square miles.

Lead agency for coordination

People For People, a non-profit community service agency, serves as the lead agency for activities to coordinate special needs transportation.

Population and Employment

Adams County's population totals 16,428 according to the U.S. Census 2000, with a density of 8.6 people per square miles. Grant County's population totals 74,698 according to U.S. Census 2000, with a population density of 28.4 people per square mile. The county's population increased between 1990 and 2000 by 36 percent, ranking it third in the state for growth.

In both counties, approximately 50 percent of the population lives outside of the incorporated cities and is scattered throughout vast rural

areas. The counties are culturally diverse and rural. Many jobs are with small employers. Although many employers are located in Moses Lake, many more are scattered throughout the two counties.

Both counties are considered distressed areas, with unemployment rates 20% higher than the state average. Employment is predominately in agricultural, which is seasonal. Twenty-eight percent of Adams County workers and 23% of Grant County workers work in the farm sector. Food processing plants and government are the next largest areas of employment

Social services

More than 41 percent of Adams County residents use DSHS services at an annual cost of more than $18 million. More than 34 percent of Grant county residents use DSHS services at an annual cost of more than $91 million. In almost all cases, these services do not include client transportation to access services.

According to DSHS, more than 6,000 Adams County residents qualify for medical and health-related services for individuals and families with low incomes and resources while in Grant County more than 21,000 residents qualify for these services. Medicaid is the largest program providing medical services to Washington State's poorest people. The Medicaid program covers transportation for those who have no other way to access medical services.

More than 3,000 Adams County residents qualify for services provided by the Economic Services Administration including WorkFirst, Temporary Aid to Needy Families (TANF), food assistance and refugee grants. More than 13,000 Grant County residents qualify for these services.

Major providers of transportation for people with special transportation needs

Transit authority

Grant Transit Authority serves all of Grant County, offering:

- 16 deviated routes
- Demand response paratransit services
- Monday through Friday operations from 6:20 AM to 9:20 PM

In 2001, GTA provided 101,293 passenger trips on the deviated route service and 5,848 demand response passenger trips. Operating expenses were $1,586,397.

School districts

Adams County

Five school districts spend a total of $1,250,670 on pupil transportation

Grant County

Nine school districts spend a total of $3,717,294 on pupil transportation.

Non-profit community transportation providers

- People for People
  Among the services provided by People for People is community transportation. In 2001 People for People:
  - Served as the Medicaid broker for the Grant/Adams/Lincoln area, providing or arranging for 25,000 trips, with a budget of $1.3 million.
  - Received a JARC grant and with it provided 11,000 trips with a budget of $199,000
  - Provided 20,000 trips using grants from Rural Mobility, FTA programs, and Aging and Adult Care of Central Washington
- Adams County Community Counseling
- Columbia Basin Job Corps
- DSHS Vocational Rehabilitation
- Family Services of Grant County
- Grant County Developmental Disabilities
- Grant Mental Health Care
- Moses Lake Senior Center

For-profit community transportation providers

- Northwestern Stage Lines
- Courtesy Cab

Local ACCT team and project focus

The Grant/Adams Special Needs Transportation Coalition is focusing their efforts on transporting elderly, disabled, and low-income populations to employment training, educational institutions and other quality of life destinations.

Innovative coordinated transportation approach

Coordinated transportation is practiced in Grant County by combining trips for Grant Transit Authority's paratransit clients with other grant-funded services offered through People For People (PFP). In addition, both agencies share the cost of services to Grant County Developmental Disabilities clients by combining funding. People For People vehicles, already in motion, are utilized instead of

Grant County Developmental Disabilities' vehicles. This provides an additional opportunity for clients to share rides with existing services—coordinating both funding and service.

Local priority project if additional funding is available

The Grant/Adams Special Needs Transportation Coalition has selected a coordinated transportation effort between People For People and Grant County Developmental Disabilities Division as the first of what is expected to be a multi-agency project. Grant County Developmental Disabilities transports several clients per day to medical appointments, shopping, recreational activities, and other destinations using their own staff and their own vehicles.

During this project, trips for Grant County Developmental Disabilities' clients will be booked through a centralized dispatching system (call center) located at People For People that will consider all service alternatives and select the most appropriate provider. Providers include not only Grant Transit Authority and People For People, but also other existing services, no matter how small, including volunteer drivers. It is anticipated that once the system is established and functioning, considerable savings will be incurred.

Long-term transportation goal

The Grant/Adams Special Needs Transportation Coalition's primary goal is to make easy-to-access transportation available to all residents with special needs who have no other alternatives available to them through:

- A single point of contact
- Grouping trips to decrease costs
- Ensuring agencies who have no desire to continue to provide transportation have an alternative available to them
- Collectively seeking alternative funding sources

Local coordination success story:

Community Coordination Helps Seniors Maintain Independence

Mary Lou is a 68 year old Moses Lake native who is proud to transport other seniors in the local community. She has driven for People For People, a community transportation provider, for 17 years. It's a job she enjoys, primarily because she's making a difference in people's lives.

People For People operates 51 vehicles over a four-county area in Eastern Washington. Because People For People is a social service agency and the primary transportation provider for residents of Grant

and Adams Counties, it was selected by the community to be the lead agency for coordination.

Funding from the Agency Council on Coordinated Transportation (ACCT) allowed representatives from People For People, social service agencies and others to form a coalition to make transportation services more efficient. They're working to make better use of community vehicles, improve routing, and group trips to provide more and better service. The coalition received funding for three consecutive years from ACCT. Each year they implement improvements.

Driver Mary Lou helps fellow seniors maintain independence.

"We save money by combining rides in order to stretch dollars, but at the same time we focus on getting our services out to the communities that truly need them," says Kathy Parker, Eastern Region Transportation Manager, People For People. "Anyone who needs a ride and qualifies we will serve, although funding is limited in some areas."

One area in which the coalition has been successful in grouping trips and extending service has been with developmentally and physically-disabled passengers and their personal attendants. Destinations include Moses Lake area businesses, grocery stores, the library, and medical and dental offices.

Sometimes Mary Lou transports groups of disabled adults to the park to provide their attendants with a break from the 24-hour care they provide.
Other times, she transports seniors to group activities. Studies show that regular group participation helps keep seniors engaged, active and healthy. As a result, more seniors are able to maintain independent lifestyles and utilize only part-time, in-home care other than more costly nursing home care. This results in significant health care cost-savings.

Recently, People For People received Job Access and Reverse Commute (JARC) funding from the Federal Transit Administration and the Washington State WorkFirst Initiative, a state agency partnership coordinated through ACCT. Local coordination fostered by ACCT helped fuel the coalition's success at obtaining this funding. As a result, Mary Lou now transports passengers to Big Bend Community College's Opportunity Center. Adult students (many of whom are low-income and/or WorkFirst recipients) can pursue their GED and career training classes at the Center, which also offers on-site daycare.

Despite operating more than 50 vehicles, funding streams limit the routing and number of people that People to People can serve. For example, Aging and Adult Care will not fund senior transportation in some counties. Medicaid only pays for Medicaid clients to go to medical services that are covered by the program. WorkFirst will only

pay for transportation to work and work related activities. Through coordination and grouping rides, the dollars stretch further.

"Our dream is to serve everyone who requests a ride," says Kathy.

Until that happens, People For People will keep collaborating with its local coalition members to identify more funding opportunities for Mary Lou's routes.

As a senior herself, Mary Lou enjoys many aspects of driving, mostly the chance to be "out and about." Mary Lou's sense of purpose is greatly appreciated and truly makes a difference.

"We're doing something that's important," said Mary Lou. "We're helping people to maintain their health and independence."

Local coordination success story:

Coordinating Transportation Helps Forge a New Start

Assisted transportation helps Melinda achieve success in her studies.

For Melinda Fulkerson, the coordinated transportation system has meant a better way of life.

Melinda moved to Moses Lake from Yakima to forge a fresh start when she was pregnant and had two small children. Soon, the remainder of her WorkFirst funding was scheduled to run out. She was faced with a tough decision in order to continue to receive support from the Washington State Department of Social and Health Services: lose her grant or go to school. Melinda chose school and it was one of the best decisions she could have made for herself and her children.

Melinda learned about Big Bend Community College from the Washington State Department of Social and Health Services and enrolled in the Families that Work program. DSHS is a member of the local ACCT coalition. Through the coalition, DSHS works with People For People, the lead agency, to resolve transportation problems for people enrolled in work and work-training programs. Such efforts are allowing people like Melinda to make a lasting change. "The way people worked together to solve my transportation problem made this all possible for me," Melinda says proudly.

People For People first received ACCT funding three years ago. They formed a coalition with other community members and created forums to identify community resources, community needs and gaps in transportation services. This led to the development of projects that were subsequently funded by the Job Access and Reverse Commute through the Federal Transit Administration. By demonstrating community involvement, People For People and its fellow coalition members were well-positioned to implement a coordinated project.

They subsequently received funding necessary to help low-income clients improve job and life skills.

Jackie, an Opportunity Center teacher, helped set Melinda up with People For People. “Here was a student who was committed to finishing the program,” remembers Jackie. “We had to find a way to help her get here.”

With its JARC grant funds, People For People, was able to respond to the request. Melinda was able to get a ride to classes each day. “Transportation was my main worry,” Melinda said. “Having dependable and consistent transportation has made all the difference.”

Grays Harbor County

Grays Harbor County is situated on the Pacific Coast of Western Washington, on the south end of the Olympic Peninsula. Grays Harbor has a landmass of 1,918 square miles. The large bay dominates the coastal area. 90% of the northern county is classified as forest land.

Lead agency for coordination

The Coastal Community Action Program (CCAP), a non-profit social service agency, serves as the lead agency for activities to coordinate transportation services.

Population and employment

Grays Harbor County’s population totals 67,194 according to the U.S. Census 2000, with a population density of 21.5 people per square mile. Sixty percent of the population lives in one of the nine incorporated cities. Aberdeen is the largest, with a population of 16,500.

The county’s industries are concentrated in Aberdeen, Hoquiam, and Cosmopolis. Outside of these cities, the land use in the eastern part of the county is primarily small farms, and the western coastal area is occupied by fishing and recreational activities. Timber related employment has declined in Grays Harbor County, but there has been a 58% growth in trade employment over the last decade, with restaurants and bars leading the way, followed by auto dealers, service station, and department stores.

Social services

Almost 33 percent of county residents use DSHS services at an annual cost of more than $93 million. In almost all cases, these services do not include client transportation to access services.

According to DSHS, almost 18,000 Grays Harbor County residents

qualify for medical and health-related services for individuals and families with low incomes and resources. Medicaid is the largest program providing medical services to Washington State's poorest people.
The Medicaid program covers transportation for those who have no other way to access medical services.

More than 12,000 Grays Harbor County residents qualify for services provided by the Economic Services Administration including WorkFirst, Temporary Aid to Needy Families (TANF), food assistance and refugee grants.

Major providers of transportation for people with special transportation needs

Transit authority

Grays Harbor Transit serves all of Grays Harbor County, offering:

- 12 fixed routes
- demand response paratransit service
- Monday through Friday service from 4:00 am to 10:00 pm
- Saturday and Sunday service from 7:45 am to 8:30 pm

In 2001, Grays Harbor Transit provided 926,368 passenger trips on its fixed route service and 137,366 demand response passenger trips. Operating expenses were $5,387,267.

School districts

Thirteen school districts spend a total of $2,398,000 on pupil transportation.

Non-profit community transportation providers

- Paratransit Services is the Medicaid broker for the area
- Catholic Community Services
- Coastal Community Action Program

For-profit community transportation providers

- Arrow Express Taxi
- Tri-City Taxi
- Mercy Cab
- Tours Plus

Local ACCT team and project focus

Coastal Community Action Program leads the local coordinated transportation effort. The coalition focuses their efforts on the need

to transport residents out of county for specialized medical care and to transport low-income residents to off-schedule employment. Participants are willing and interested in furthering coordination to expand services to Grays Harbor County residents, but do not have funding to support any incremental costs of a new service.

Innovative coordinated transportation approach

Securing regular use of two previously under-utilized agency vehicles to transport medically fragile residents out of county for specialized medical treatment.

Local priority project if additional funding is available

In the fall of 2002, the Grays Harbor coalition assessed its capacity to continue the work of developing a coordinated transportation system for the community. The community confirmed its belief in the values of coordination. However, the level of funds available through ACCT was not sufficient for the coalition to sustain any level of activity. Therefore the coalition became inactive.

Should sufficient funds become available, the coalition could be revitalized. If so, its priority would be to continue transportation for residents who need out-of-county specialized medical care and for off-hours workers in the hospitality industry in the Ocean Shores area.

Long-term transportation goal

Lead agency brokerage that serves the needs of all people with special transportation needs.

Local coordination success story:

Transportation Coordination Helps Save Life

Ed has faced health problems his entire life and, for the most part, has faced them alone. Diagnosed with diabetes at age 13, he also lives with anxiety, asthma, and visual impairment.

About a year ago, his health began worsening. Walking a distance of about eight feet left him exhausted and breathless, with 20 minutes required to catch his breath each time. The daily walk that he previously enjoyed was now out of the question.

Ed credits coordinated transportation with helping save his life.

A lifelong resident of Aberdeen, Ed has a daughter who lives thousands of miles away in Chicago. He lives alone with his pet cat, Daisy. There was no one to check on him.

Ed attributed his feeling of weakness to low blood sugar. When he checked and found that it was fine, he realized that something else was wrong.

One day when he and his friend Sandy were talking by phone, he mentioned a leaky faucet in his kitchen. To keep the leak at bay, he was keeping his manual dishwasher hooked up to it—permanently. Sandy urged him to call CCAP, a local social service provider, for their minor home repairs program. In the process, he learned that assisted transportation for medical appointments was also available. Ed used it to schedule a trip to visit his heart specialist, located 100 miles away in Olympia. His doctor promptly scheduled Ed for triple by-pass surgery.

Coastal Community Action Program is the lead agency in Grays Harbor for the Agency Council on Coordinated Transportation (ACCT), a statewide community collaboration that made possible the medical transportation Ed used.

"If it wasn't for the assisted transportation through the CCAP," says Ed, "I wouldn't be here today."

Now Ed attends cardiac rehabilitation every week in Aberdeen and uses Grays Harbor Transit's Dial-A-Ride to get there. Every Monday, Tuesday and Thursday he participates in a physical exercise program and every Wednesday he attends group presentations of recovery topics with other heart patients. Without assisted transportation, Ed could not complete his recovery regimen.

He also uses travels to Olympia for regular cardiac check-ups. He has implemented a new healthy eating regimen, which means more trips to the grocery store. He uses the assisted transportation for this as well, since walking the distance is still too difficult.

Transportation has given Ed his life back, and he is certain that more people (especially those with medical conditions like his) would use the system if they knew about it.

With younger people moving to larger cities in search of job prospects, parents like Ed are left alone. In rural areas like Aberdeen this is especially true. According to the Agency for Health Care Policy and Research (AHCPR), rural residents have higher poverty rates, tend to be in poorer health, have fewer doctors, hospitals, and other health resources, and face more difficulty getting to health services. When transportation is not available, people live in isolation—trapped in their own homes.

The result of ongoing community partnerships is additional and more efficiently used transportation for residents all across Washington State.

Local coordination success story:

Transportation Leads to Career and Medical Access

Jody Boatman never knows what to expect when she's called to drive for "The Trip of Last Resort," a state funded transportation system in Aberdeen. All she knows is that she loves to drive. "I've been known to put 2,000 to 3,000 miles on a car in one month," she says, laughing.

Judy Boatman learned a new skill and now transports medically fragile passengers.

Jody is a Temporary Aid to Needy Families recipient who was hired as a driver by the Coastal Community Action agency in Aberdeen. Funding for her position was provided through Community Jobs, a program administered by the Washington State Office of Trade and Economic Development, and funded by the Washington State Department of Social and Health Services. The program allows social service agencies to employ candidates from WorkFirst (Washington's welfare reform), offer them training and eventually help them find non-subsidized employment in the private sector. The agencies coordinate to remove lack of transportation as a barrier to employment.

Working under the supervision of Coastal Community Action Program, Jody and two other Community Jobs participants began transporting elderly and disabled low-income clients, who are not eligible for Medicaid, to Olympia, Tacoma and Seattle for specialized medical treatment not available in Grays Harbor County.

Jody never expected to go on welfare. She earned her Associates degree in Office Technology and a certificate as a Medical Office Assistant from Grays Harbor College. She was employed full-time as a Veterinary Assistant when the clinic she was working for was sold and she lost her job. She was raising three small children alone when she broke her back in June 2000. In recovery and unable to work, Jody applied for WorkFirst. Her life would change further when she was referred to Coastal Community Action.

She was immediately interested in a driving position with "The Trip of Last Resort" because it was a service she understood intimately. "I had used a walker during my recuperation, and I could relate to that need," she remembers. "I knew I could make a difference for my passengers."

In eight months at CCAP, Jody has made a big impact in her passengers' lives. Her passengers include people who are unable to drive or own a car due to physical or mental disability, income status, or age. The program has impacted her favorably too.

Jody learned auto maintenance, CPR and first aid. She is also equipped with a cell phone in case of emergencies during the transport appointments. So far, Jody has not had to deal with any serious medical emergencies, but has provided plenty of emotional reassurance.

Jody sometimes drives clients to chemotherapy appointments in Olympia, or veterans to the VA Hospital outside of Tacoma. She and her passenger may leave as early as 6:00 a.m. for an 8:00 a.m. appointment. The entire trip may last as long as nine hours. During those long hours, Jody learns plenty of war history from the veterans she drives. She also learns some valuable life lessons.

Drivers can't help but become a surrogate family member— especially for passengers who are alone. Drivers pick up prescriptions, complete medical forms, and keep the passengers company while they wait to see their doctors.

"In a lot of ways my life is more fulfilling since I started driving for this program," says Jody. "I'm really thankful for the family that I have and for all the ways they help me. But for some elderly people who are alone, we really are their last resort."

Jody would like to drive for "The Trip of Last Resort" on a permanent basis, but this will depend on funding availability. The program has made a difference for medically fragile residents in Grays Harbor County, providing rides to over 300 residents since June 2001. And Jody Boatman wants to making a difference. "This service helps people to maintain their health and quality of life," said Jody. "I want to be part of that."

Jefferson County

Jefferson County, with a land mass of 1,808 square miles, is situated in the upper half of the Olympic Peninsula. Olympic National Park and Olympic National Forest highlands; mostly rugged, mountainous terrain; comprise about three-quarters of the county's land mass. The county's lowlands exist at its western and eastern edges, where land meets water.

Lead agency for coordination

Jefferson Transit serves as the lead agency for activities to coordinate special needs transportation.

Population

Jefferson County's population totals 26,299 according to the U.S. Census 2000. Population growth is entirely due to in-migration,

primarily of people in their retirement years. The increase in the number of people in the over-65 age bracket has been 112% since 1980, compared with a state average growth of 50% in this age bracket.

A third of the county's population lives in Port Townsend.

Social services

More than 21 percent of county residents use DSHS services at an annual cost of more than $19 million. In almost all cases, these services do not include client transportation to access services.

According to DSHS, more than 4,000 Jefferson County residents qualify for medical and health-related services for individuals and families with low incomes and resources. Medicaid is the largest program providing medical services to Washington State's poorest people. The Medicaid program covers transportation for those who have no other way to access medical services.

More than 2,700 Jefferson County residents qualify for services provided by the Economic Services Administration including WorkFirst, Temporary Aid to Needy Families (TANF), food assistance and refugee grants.

Major providers of transportation for people with special transportation needs

Transit authority

Jefferson Transit serves all of Jefferson County, offering:

- 7 fixed routes
- 2 deviated routes
- demand response paratransit services
- Monday through Friday service from 6:00 am to 8:00 pm
- Seven Saturday routes from 9:00 am to 6:00 pm
- Five Sunday routes form 9:00 am to 6:00 pm

In 2001, Jefferson Transit provided 167,395 passenger trips on its fixed route service, 22,858 passenger trips on the deviated route service, and 20,383 demand response trips. Operating expenses were $1,822,029.

School districts

Four school districts spent a total of $759,400 in 2002 for pupil transportation.

Non-profit community transportation providers

- Paratransit Services is the Medicaid broker for the area.

For-profit community transportation providers

- Peninsula Taxi

Local ACCT team and project focus

Jefferson Transit leads the local transportation coordination efforts. Priorities include efforts to transport low-income rural residents to city centers for increased job access and job-related training and to transport children of low-income rural residents to daycare services on an as-needed basis.

Innovative coordinated transportation approach

The ACCT coalition first identified existing transportation needs, and then identified existing resources that might be able to address those needs. Solutions were matched up with needs to the extent possible. After that, resources were identified which could meet future needs as well as assist in planning for the future.

One of the most successful approaches has been Jefferson Transit's administration of a JARC program which has provided customized transportation solutions to eligible participants who would normally fall between the cracks. This process has allowed Jefferson Transit to coordinate with employers, schools and other public transportation providers within the surrounding region in order to offer a menu of transportation solutions.

Local priority project if additional funding is available

Establish of a mobility clearinghouse that would connect individuals with transportation solutions. The clearinghouse would operate in conjunction with a cooperative agreement among several transportation service providers in the region who would share their resources.

Long-term transportation goal

The long-term goal is to meet mobility needs using existing resources and make public transportation a viable option for all county residents.

Local coordination success story:

Collaboration Creates Job Commute Options

Members of Jefferson County's Coordination Coalition are bringing the community together to identify and solve transportation issues for people with special transportation needs. Their efforts offer long-term potential for community and economic growth

Jefferson is a large county, covering over 1,800 square miles. Port Townsend is the only incorporated city, in an otherwise rural setting. Navigating most of Jefferson County without a car can be difficult. This is especially true for people who are unable to drive due to age, income, or disability.

Most of Jefferson County's population resides on the east side. While many jobs are located in the Port Townsend area, residents in outlying areas often do not have access to automobiles to get to work. Now, coalition members are working closely with Jefferson Transit to help low-income residents obtain employment-related transportation.

Coalition members Melanie Bozak and Farrah Kirk of Jefferson transit were instrumental in implementing the Job Opportunity Express to get low income residents to work.

Jefferson Transit recently received a Job Access and Reverse Commute (JARC) grant to help low-income county residents commute to job interviews, job training, and employment opportunities. JARC funding was awarded to Jefferson as one of several counties that demonstrated community involvement and coordination experience, along with compelling community need.

Jefferson County demonstrated its ability to coordinate when it received a grant from the Agency Council on Coordinated Transportation in 2000 and formed a transportation coalition. The coalition sponsored forums to identify community resources, community needs, and gaps in transportation services. This led to the development of projects that were competitive in the JARC application process.

The grant money is used to send Jefferson transit vans to serve passengers who do not live near fixed routes services. It enables people to look for work, attend training, and get to child care and jobs. Most passengers are families with children in day care. Vans with car seats are available 24 hours a day, seven days a week. Taxis are used for off-hour shifts. Coalition members believe strongly that the van service will help people to maintain jobs and help the county succeed economically. They estimate that it will be a fast growing service in the next 12-24 months. The service is already making a difference.

"People are now moving away from searching for a job, to commuting to a job," Dave Turrisini of Jefferson Transit says proudly.

Coalition members also focus on meeting transportation needs by collaborating with nearby counties. To date, they have talked with representatives from Clallam, Kitsap, Mason, and Grays Harbor counties about transportation collaboration opportunities.

That's just the beginning for the long-term economic impact that Jefferson County's transportation coalition efforts can provide.

King County

King County, with a geographical area of 2,128 square miles, is located in north central Washington between Puget Sound and the Cascade Mountains. King County is home to Seattle, 39 smaller cities, and surrounding exurban areas. The county is working to preserve remaining rural areas and channel growth into urban areas through various land use policies and development initiatives.

Lead agency for coordination

King County receives no money from ACCT to facilitate a community coalition. Nonetheless, the county believes there are benefits to be reaped from coordination. To achieve these benefits, a coordinating body called the Key Partners in Transportation was started by Seattle/King County Aging and Disability Services, the local Area Agency on Aging, with King County/Metro, Hopelink, and Senior Services of King County. It has added stakeholders and continues to meet monthly.

Population and employment

King County is home to 29 percent of the state's population and 43 percent of the state's jobs (with 3.2% of the state's land mass). According to the U.S. Census 2000, King County's population was 1,737,034. Of this total, 1,387,261, or 80%, live in cities, while 349,773 live in unincorporated areas. The population density is 816 people per square mile. Projected growth in urban areas by 2012 calls for between 165,000 to 215,000 housing units while growth in rural areas is projected at 6,000 to 8,000 new dwellings.

King County is the site of corporate headquarters for many companies. These companies see transportation as a key factor that must be addressed when employing a large work force.

Margaret Casey with City of Seattle Aging and Disability Services organizes the meetings of King County's Key Partners in Transportation.

Social services

More than 16 percent of county residents use DSHS services at an annual cost of more than $1.3 billion. In almost all cases, these services do not include client transportation to access services.

According to DSHS, more than 237,000 King County residents qualify for medical and health-related services for individuals and families with low incomes and resources. Medicaid is the largest program providing medical services to Washington State's poorest people. The Medicaid program covers transportation for those who have no other way to access medical services.

More than 142,000 King County residents qualify for services provided by the Economic Services Administration including WorkFirst, Temporary Aid to Needy Families (TANF), food assistance and refugee grants.

Major providers of transportation for people with special transportation needs

Transit authority

- King County Metro Transit serves King County offering:
    - 286 routes and demand response service weekdays between 5:30 a.m. and 10:00 p.m. in many areas, and 24/7 in most of the City of Seattle
    - 108 routes and demand response service on Saturdays between 6:40 a.m. and 10:00 p.m.
    - 95 routes and demand response service on Sundays between 6:40 a.m. and 10:00 p.m.

  In 2001 Metro provided 97,003,883 passenger trips on its fixed route service and 1,685,751 demand response passenger trips. The operating budget for these services was $346,317,252
- Community Transit runs commuter services into King County
- Pierce Transit runs commuter services into King County
- Sound Transit runs express bus service between King and Pierce counties and between King and Snohomish counties, and commuter rail between Seattle and Tacoma. Within King County, Sound Transit contracts with Metro to provide two urbanized commuter routes and five suburban intercity routes.

School districts

Nineteen school districts spend a total of $41,805,700 on pupil transportation.

Non-profit community transportation providers

- Hopelink serves as the Medicaid broker, arranging 710,020 rides yearly at a cost of $14 million
- The Freemont Public Association/Seattle Personal Transit
- Neighborhood House
- Transia
- Group Health Cooperative
- Senior Volunteer Transportation
- Senior Shuttles
- Northshore Senior Center
- University of Washington

For-profit community transportation providers

- Northwest Cabulance
- Yellow Cab
- Gray Top Cab
- Greyline and Greyhound
- ATC – Vancom
- MV Transportation

Local focus

King County Metro leads coordination efforts. The focus is to coordinate with partners to provide transportation for the following populations:

- WorkFirst/Welfare-to-Work rural King County residents
- Rural King County residents unable to drive or own cars but in need of transportation to jobs, training sites, case manager appointments and other approved trips
- Seniors and people with disabilities who are not eligible or conditionally eligible for the ADA complementary paratransit service (ACCESS Transportation) through community partnerships and service coordination
- ADA eligible riders through the ACCESS Transportation program

Lynn Moody of HopeLink and Darren Brugman of the Freemont Association are two major providers of special needs transportation in King County. As members of Key Partners in Transportation, they collaborate in delivering services.

Innovative coordinated transportation approach

King County, through its paratransit policy ordinance of 1999 (King County Ordinance 13441) provided for the establishment and support of partnership activities to increase transportation options for people with special transportation needs, in addition to providing enhanced paratransit services to King County residents who are ADA eligible.

Metro Transit has developed a number of programs through the Job Access Reverse Commute grant programs in support of Welfare-to-Work initiatives for King County and three strategies for the Domestic Violence Transportation Program to assist victims of domestic violence with transportation needs.

Local priority projects if additional funding is available

Partners in Transportation would like to:

- Identify and inventory transportation resources already present
- Identify and analyze gaps in existing services
- Survey and quantify need, focusing on geographic and demographic subsets of the population, in order to target the investment of funding in the areas where the greatest improvement in transportation services can be realized
- Link information sources about transportation services more effectively through technology
- Educate human services case managers, other purveyors of

human services, and the general public on how to access that information

- Bring stakeholders in geographic sub-areas of the County to the table to identify coordination opportunities, and develop and implement local systems that can be linked on a county-wide basis
- Identify and implement a software system that can effectively handle eligibility registration, intake, scheduling, and dispatching of trips from a variety of funding sources
- Provide a stable source of funding sources to cover the cost of drivers, administration and insurance for agencies that are willing to operate community based transportation programs
- Integrate special needs riders in the main-line transportation systems that are already in place: Metro fixed route, van pool and carpool programs, Sound Transit's regional services, and other public providers such as taxicabs; airport and hotel shuttles

"Coordinating transportation services and integrating transportation with human services and housing planning in King County will allow all of us to provide more service and create a more inclusive society", says Sandy Stutey, King County Metro's Supervisor of Accessible Services and leader in the County's Key Partners in Transportation.

Long-term transportation goals

Provide a countywide single point of contact for special needs transportation information and assistance

The point of contact would link to all appropriate transportation resources for anyone seeking a demand-responsive or shared-ride trip. The single-source information center promotes awareness and use of public, commercial and community partnerships through the effective use of technology. King County residents would become more aware of their transportation choices and educated on the relative cost effectiveness of transportation options. With awareness and education King County residents would choose the most cost-effective transportation modes. When King County residents are aware of choices, they will opt to protect their transportation resources. Given an educated choice, folks choose efficient, sustainable transportation modes.

Mike Murphey, Project Coordinator of Sound Transit's Mobility Initiative Program. The program exists to facilitate regional travel for people with disabilities and to assure that all transportation systems in the region are equally accessible to all those who might need public transportation.

Provide greater integration of transportation, housing, and human services policy planning and program implementation

Transportation is the key link between clients and services, between customers and commercial outlets of goods and services, and between people seeking a rewarding quality of life. There needs to be a more systematic approach to look at public and private development throughout the County that are more inclusive and organic from the beginning of any initiative, be it asset development, program development, or growth of existing programs and services.

Have stable, integrated funding sources

Through policy and regulatory changes, as well as new initiatives for funding that is not tied to categorical eligibility, but to mobility

needs, create adequate funding to coordinate, administer, and provide a sufficient variety and volume of resources that mobility is enhanced and other societal goals for independence, mitigation of health care and especially end of life costs, and building community can be achieved.

Local coordination success story:

Transportation Coordination Turns Lives Around

Sharon credits coordinated transportation with helping her find a permanent job.

Transportation coordination helped Sharon Jones turn her life around. Now she's ready to tell anyone who will listen how to access the resource in King County.

Sharon suffered a life-altering setback when her house burned to the ground. Uninsured, she lost everything and spiraled into a despair that lasted for two years.

She lived in isolation, unable to hold a permanent job, care for her children, or even to venture outside of her temporary apartment. The Washington State Department of Social and Health Service (DSHS) provided transportation assistance and helped Sharon to get her life back on track.

Sharon's DSHS case manager arranged transportation through Neighborhood House so that she could obtain job readiness training, transport her infant daughter to daycare, and conduct a job search. The regular job training schedule was a big step in getting her out of her apartment, and back into a routine. Today, she is a utilities account representative with the City of Seattle, commuting each day by Metro bus.

Neighborhood House provides employment focused transportation for many people like Sharon by participating in the King County Job Access Transportation program. The program provides door-to-door or curb-to-curb transportation for job seekers (and their children when appropriate) to promote employment-based activities.

The transportation service is funded by the King County Department of Transportation, Metro Transit Division through a Job Access Reverse Commute grant from the Federal Transit Administration. Partner agencies match the grant funds to utilize transportation for their own client populations in need of specialized transportation. Coordination occurs at two levels to maximize success.

"We're constantly looking at ways we can improve the collaboration process and reach even more clients in need of transportation to turn their lives around," said Bill Eby, Transportation Director for Neighborhood House.

According to Bill, increased collaboration to meet transportation needs in King County is very much a priority. Neighborhood House works closely with other transportation providers, consumer advocates, social service agencies, and government to create more efficient transportation access for clients in need of specialized transportation.

Last year, Neighborhood House participated in a summit of the King County Accessible Services Advisory Committee Special Needs Transportation Task Force. More than 50 community leaders identified and defined 76 major transportation challenges and problems facing seniors and people with disabilities in King County.

A subsequent meeting addressed 278 potential solutions. Problems and potential solutions were grouped into three broad categories. Committee members then created and appointed community representatives, and divided into work groups to address these issues:

- Access to service
- Partnership among service providers
- Communications between customers and service providers

A primary recommendation included improving customer service and increasing efficiency through partnerships with private and non-profit sectors. This recommendation proposed to increase the use of private sector transportation providers, such as taxicabs, for-hire vehicles, cabulances, and non-profit transportation providers. These partnerships will be designed to meet riders' needs in more accessible, efficient, and readily available service, while emphasizing greater cost savings.

Now Task Force members are working to achieve solutions through the following strategies:

1. License private and non-profit taxicabs and for-hire vehicles regionally to reduce "deadheads" (empty vehicles for one-way trips) by enabling providers to pick up and drop-off customers regardless of their jurisdiction
2. Expand the number of taxicab zones to ensure that taxicabs are more readily available to passengers with special needs transportation requirements
3. Create a fleet of wheelchair accessible taxicabs
4. Increase the funding of Metro's taxi scrip program

Much work remains, but for now agency providers in King County are focused on a lofty goal: improving transportation efficiency and increasing options for King County citizens just like Sharon.

Local coordination success story:

Van Delivers Independence for Driver, Job Seekers

Marcia learned new skills as an assisted transportation driver, and now helps other job seekers.

Marcia Adams is making a difference for people in King County who rely on specialized transportation to obtain medical care and permanent employment.

Marcia is a driver for Neighborhood House, a nonprofit social service agency that provides transportation to clients via the Job Access Van program and the King County Medicaid Transportation Brokerage. Each program is a collaborative effort between transportation providers, consumer advocates, and social service and government agencies.

Neighborhood House trained Marcia as a driver for the Medicaid and Job Access transportation programs. Marcia was unemployed and participating in a vocational program at Renton Technical Institute when she learned about the driving opportunity. She worked toward obtaining her commercial driver's license and becoming certified in CPR, first aid, defensive driving, passenger assistance, and vehicle safety. The training allowed her to forge a new career path as a driver.

Now Marcia drives other job seekers to employment and job training destinations such as GED classes, job fairs, job interviews destinations, and employment offices. She also transports seniors to dialysis treatment for Elderhealth Northwest, and cancer patients to the Fred Hutchinson Cancer Research Center.

Neighborhood House relies on referrals from a variety of agencies for passengers and driver training candidates. WorkSource and WorkFirst offices throughout King County refer qualifying clients to Neighborhood House for job-related transportation. The Community Jobs Program, Job Corps, Americorps, and participating community and technical colleges refer driver-training candidates.

Neighborhood House first began offering transportation in 1977. The non-profit agency became a Metro ACCESS vendor under a license from the State of Washington, and began providing transportation for people with disabilities, seniors, and low-income individuals. Neighborhood House became an official Medicaid Transportation service provider in 1996.

Demand for the transportation service quickly grew and Neighborhood House collaborated with other agencies across King County to identify additional resources while minimizing costs. The participating agencies worked together to map out previously unmet routes and destinations, to identify vehicle funding sources and client needs, and to recruit drivers. This transportation collaboration continues today.

King County Metro now uses some of its retired Van Pool vehicles to support community transportation initiatives such as the Job Access Van. Case managers at participating agencies refer driver training candidates and passengers to the Neighborhood House Van program. Neighborhood House also provides maintenance on all of the vehicles to keep them in working order.

The collaboration among agencies in King County has worked to eliminate route and scheduling duplication, reduce transportation costs, and deliver more efficient service. Participation by member agencies in both the King County Medicaid Transportation Brokerage and the Job Access Van program helps offset costs and supplement demand for Metro Accessible Services.

"Collaboration—and providing transportation to even more clients throughout King County—is key to our program," said Bill Eby, Transportation Director for Neighborhood House.

- The Job Access Van program provides door-to-door transportation for low-income individuals participating in employment-based activities. The King County Department of Transportation, Metro Transit Division funds the program through a Job Access Reverse Commute grant from the Federal Transit Administration. Agencies participating in the King County Job Access Transportation Committee match funding to provide transportation for their client populations and refer clients for transportation assistance.

The King County Medicaid Transportation Brokerage brings together more than a dozen agencies to provide coordinated transportation to address medical needs. Participating agencies collaborate to offer responsive and cost-effective transportation designed to meet the needs of qualified seniors and people with disabilities. Participating agencies include:

- HopeLink
- Neighborhood House
- Merchant's Parking/Transia
- Seattle/King County Paratransit Services

Neighborhood House and its partner agencies are now determining ways to further meet the transportation needs of seniors and people with disabilities in King County. Following two 2002 summits attended by more than 100 agency representatives, the King County Accessible Services Specialized Transportation Task Force (of which Neighborhood House is a member) presented a report of recommendations to the King County Executive. A primary issue addressed developing a strategic communications plan for special needs transportation.

The list of recommendations is an important first step and is bound to

provide even more door-to-door service for King County residents and more destinations for drivers like Marcia.

Bequest to Metro will provide key transportation services for seniors and disabled in southeast Seattle

Lillian Hyde

One woman's generosity will soon enable King County Metro Transit to provide new transportation services to hundreds of people living in southeast Seattle.

King County Executive Ron Sims accepted a check for $403,839 from the estate of Lillian Hyde, a long-time resident of Beacon Hill who died last March at the age of 90. After remembering her friends and family members in her will, she left the remainder of her estate to King County Metro Transit's ACCESS Transportation program. "By all accounts, Mrs. Hyde was an independent woman, and her gift will bring independence to others by providing more transportation services," said Sims. "The unprecedented gift will become a legacy to provide personalized transportation assistance for seniors and disabled throughout southeast Seattle."

ACCESS Transportation is part of Metro's Accessible Services program. It offers service to people in King County who, because of a disability, are unable to use the regular bus system some or all of the time. ACCESS is currently providing almost one million rides each year.

Before her death, Mrs. Hyde used a wheelchair for many years and had often used ACCESS services. She was very firm in telling her neighbors and attorney that she wanted this gift to provide transportation services for seniors and disabled in the southeast Seattle area where she lived.

"She was very appreciative of the service she got through Metro," said Lucrecia Sanidad. Sanidad and her husband, Marcos, are the co-executors for Mrs. Hyde's estate and also her neighbors for 27 years. "She told me: 'If Metro ACCESS did not exist, I don't know what I would do about getting around.'"

According to Metro's General Manager Rick Walsh, the ACCESS staff had several ideas for using Mrs. Hyde's gift. Coordinating with the county coalition Partners in Transportation, staff developed a service that will honor the bequest and meet community needs.

"The ACCESS staff decided to do it in a way that honors Mrs. Hyde's independent and giving spirit, and helps as many southeast Seattle residents as possible," said Walsh. "So, starting in September of this year, the Lillian Hyde Shuttle will begin operation in conjunction with an innovative new travel advocates hotline called RIDE OPTIONS."

Hyde Shuttle
The Lillian Hyde Shuttle will provide free curb-to-curb van service on weekdays during normal business hours. The van will serve senior citizens and people registered for ACCESS transportation who reside in the Beacon Hill and southeast Seattle area.
The van will operate primarily in that area, but trips to popular medical facilities in the downtown, First Hill and North Seattle area will be included. Initially the service will be primarily used for medical appointments, grocery shopping and banking, but will also include other popular destinations based on demand.

Travel advocates and RIDE OPTIONS hotline
This will be a pilot project to fund a telephone hotline to provide transportation information and referral service for senior citizens and people registered for ACCESS transportation who reside in the Beacon Hill and southeast Seattle areas.
Travel advocates will work with customers individually to identify their needs, find transportation options and then provide them with a list of transportation resources. RIDE OPTIONS will include regular Metro bus service, the Hyde Shuttle, volunteer drivers, and several other transportation programs.

"This bequest from Mrs. Hyde came out of the blue, and we were astounded by her generosity," said Metropolitan King County Council member Dwight Pelz, who represents much of southeast Seattle. "Her gift will do so much for so many of her neighbors."

Both of the new programs will be done in partnership with Senior Services of Seattle/King County, which is one of the region's leading community resources for seniors. It provides a network of 12 programs, nine senior centers, and five adult day health centers. Senior Services connects more than 70,000 seniors, their families and their caregivers throughout King County with services, giving them hope and help in a compassionate and caring way.

Southeast Seattle residents look forward to riding the Hyde Shuttle, a new transportation option in the county.

"Senior Services is pleased that this new shuttle and telephone hotline will fulfill Mrs. Hyde's dream of providing safe, affordable, reliable, and user-friendly transportation to the older adults in these neighborhoods," said Margaret Strachan, Director of the Senior Information & Assistance Programs, Senior Services of Seattle/King County. "Her vision helps us to fulfill our mission of supporting the independence of seniors."

Kittitas County

Kittitas County is large, rural county located near the center of Washington State. The county stretches from the foothills of the Cascades east across the Upper Yakima River Valley plains to the Columbia River, a geographic area of 2,297 square miles.

Lead agency for coordination

The Kittitas County Action Council (KCAC) serves as the lead agency for activities to coordinate transportation services.

Population and employment

Just over 34,000 people live in Kittitas County, with a population density of 14.8 people per square mile. Fifty-eight percent of the people live in the incorporated areas of Ellensburg, Cle Elum, South Cle Elum, Roslyn, and Kittitas. Of these, the largest is Ellensburg, with a population of 15,460. Forty-two percent of county residents live in unincorporated areas.

Central Washington University in Ellensburg is the region's largest employer. The university and other government jobs constitute about a third of all jobs in the county. About 40 percent of jobs in the county are retail trade and services. Finally, agriculture accounts for a smaller but important number of jobs. Low-income workers in Kittitas County primarily work service sector jobs in Ellensburg or agricultural jobs dispersed in lower Kittitas County.

Social services

More than 19 percent of county residents use DSHS services at an annual cost of more than $24 million. In almost all cases, these services do not include client transportation to access services.

According to DSHS, more than 5,000 Kittitas County residents qualify for medical and health-related services for individuals and families with low incomes and resources. Medicaid is the largest program providing medical services to Washington State's poorest people. The Medicaid program covers transportation for those who have no other way to access medical services.

Nearly 3,000 Kittitas County residents qualify for services provided by the Economic Services Administration including WorkFirst, Temporary Aid to Needy Families (TANF), food assistance and refugee grants.

Major providers of transportation for people with special transportation needs

Transit authority

There is no transit system in Kittitas County.

School districts

Six school districts spend a total of $1,067,250 on pupil transportation.

Non-profit community transportation providers

- Kittitas Community Action Program
- People For People is the Medicaid broker for the area, and also provides rides for other funding sources.
- Elmview

For-profit community transportation providers

- Greyhound bus

Local ACCT project focus

Goals of the coalition are to:

- Establish a coordinated countywide service system for special needs transportation
- Maximize the use of existing infrastructure by pooling resources and activities to create economies of scale
- Maintain a structured forum to facilitate communication, understanding, and problem-solving between agencies that provide transportation, agencies that require transportation and representatives of the transportation consuming public

Innovative coordinated transportation approach

The coalition is working with local agencies, consumer groups and Central Washington University to initiate 'small scale' projects that exhibit achievement a successful path for the county. The coalition and Kittitas County Action Council will be coordinating with People for People to provide transportation for employment training in Yakima, beginning next year. The coalition has also been working on a plan to pool resources such as fuel and maintenance for coalition members.

Local priority projects if additional funding is available

Provide a call center, a single point of contact for clients of Kittitas County Action Council, Elmview, and Head Start. Coordinate transportation at the call center (central dispatch) to add to county-wide capacity. Use scheduling software to assign each ride to the most efficient, least cost provider.

Long-term transportation goal

The long-term goal of the coalition is to provide a county-wide, comprehensive transportation system with a single point of contact for customers; to provide a system that has accurately assessed consumer needs and matched community resources in a way that most efficiently delivers service.

Local coordination success story:

Transportation Delivers Independence to Job Seekers

Coordinated transportation is making employment training for Kittitas County residents a reality in their quest for permanent jobs.

Kittitas County's primary city, Ellensburg, is an employment center. Yakima, located 35 miles away, is the closest city that offers WorkFirst employment training. Clients aren't able to access the training without transportation; a hardship for people who are unable to drive or own a car due to physical or mental disabilities, income or age.

"Until now, we haven't had a way to transport clients to the employment training center in Yakima," said Matt Fadich, Program Developer & Grant Writer for Kittitas Community Action Council.

Receiving a Job Access and Reverse Commute (JARC) grant changed this scenario for Kittitas County and the low-income residents who will benefit from it. The Federal Transit Administration, with match from the state's WorkFirst program, funds the grants, which focus on removing barriers to transportation for work and employment pursuits. With transportation, low-income people can develop job skills, find and maintain new and better-paying jobs, and address child care transportation needs. Kittitas County qualified for a JARC grant after it demonstrated success in organizing a community coalition with funding from the Agency Council on Coordinated Transportation (ACCT).

Although applications for JARC funding were accepted from all over the state, few grants were given to non-ACCT counties, which did not have the same level of community involvement and weren't as well positioned to implement a coordinated project. Involvement in ACCT helped communities such as Kittitas' meet JARC's coordination requirements.

Low-income people who will benefit from the JARC funding reside in three geographic pockets along Interstate 90. Ellensburg, with a population of 15,000 offers the most employment opportunities following employment training in Yakima. Following the training, residents can better qualify for jobs that support the local economy.

Single moms, families, individuals and residents from nearby communities are the first residents to benefit from this award. Most of the recipients receive WorkFirst, which is how they learned of the JARC transportation. Others have learned about it through case management referrals at local mental health, domestic violence and Head Start agencies.

Following the eligibility identification phase, case managers meet with clients to arrange a plan to alleviate "life barriers." These include everything from a disability to a recent divorce and resulting economic impact.

Coalition members recognize that JARC funding provides a short-term fix to Kittitas' transportation needs. Before funding is depleted, they will review other grant opportunities and examine the possibility of combining resources to ensure the continuation of employment transportation to Yakima. They also plan to implement more transportation options for people with developmental disabilities and HeadStart students.

Coalition members see many opportunities to further improve the efficiency of existing transportation. They've conducted a needs assessment and will soon complete an implementation plan. To date, they have talked with transportation representatives from Chelan, Douglas, Grant, and Wenatchee counties about ways they can collaborate to increase transportation efficiency.

"Our goal is to provide a coordinated transportation program where multiple providers are working together," said Matt. "We've been able to improve efficiency and service, and quality of service through efforts to date, and we want to build on these successes."

Lincoln County

Lincoln County is located in Eastern Washington, 30 miles west of Spokane. It is ranked the fourth county in Washington state for the most miles of paved roads, and first in Washington State for miles of gravel roads. It has a land mass of 2,310 square miles, making it the 7th largest county, but a population of 10,000, making it 34th of 39 counties in population.

Lead agency for coordination

The Lincoln County Housing Authority serves as the lead agency for activities to coordinate transportation services.

Population and employment

Just over 10,000 people live in Lincoln County; a population density of 4.33 people per square mile. Most of the population (57%) lives in one of the incorporated towns. The largest of these is Davenport, with a population of 1,502. This demographic of a large geographic area with a dispersed population presents unique transportation challenges.

Lincoln County's setting is rural, with agriculture as its primary industry. It is one of the largest wheat producing counties in the U.S. Lincoln County also boasts the only cattle stockyard in Eastern Washington, which offers some revenue but few employment opportunities. The second largest area of employment is in government, followed by trade.

The area's largest employers are Lincoln County Hospital in Davenport, Odessa Memorial Hospital in Odessa, and Lincoln County Public Works. Each of these employers face difficulty in attracting qualified employees-- unless they have their own transportation-- into Lincoln County from neighboring areas. Many low-income residents who reside in the area face limited opportunities to secure employment, education, or training without accessible, reliable transportation to access them outside of Lincoln County.

Social services

Nearly 19 percent of county residents use DSHS services at an annual cost of nearly $8 million. In almost all cases, these services do not include client transportation to access services.

According to DSHS, more than 1,600 Lincoln County residents qualify for medical and health-related services for individuals and families with low incomes and resources. Medicaid is the largest program providing medical services to Washington State's poorest people. The Medicaid program covers transportation for those who have no other way to access medical services.

More than 900 Lincoln County residents qualify for services provided by the Economic Services Administration including WorkFirst, Temporary Aid to Needy Families (TANF), food assistance and refugee grants.

Major providers of transportation for people with special transportation needs

Transit authority

There is no transit system in Lincoln County

School districts

Eight school districts spend a total of $1,644,500 on pupil transportation

Non-profit community transportation providers

People For People is the Medicaid broker for the area, and also provides rides for other funding sources.

For-profit community transportation providers

There are no major for-profit providers.

Local ACCT project focus

Coalition members are working to:

- Formulate an area –wide coordinated transportation approach
- Provide transportation to WorkFirst/Welfare-to-Work participants living in Lincoln County
- Provide transportation to all residents of cities & rural areas of Lincoln County who are unable to drive or own cars, including transportation to jobs, training sites, case manager appointments, and other approved trips
- Contract with local hospitals, schools, and other sources with available vans to coordinate as-needed transportation for eligible clients under the local Jobs Access and Reverse commute program. Vans would be used to transport these residents from rural areas to work, with People for People providing a scheduled service bus for other destinations

Local priority projects if additional funding is available

Coordinate with Spokane and Grant county coalitions to provide:

- Transportation for social service programs (often omitted from funding awards)
- Transportation to East from Grand Coulee to Davenport, Airway Heights, Spokane
- Multiple stop trips (work-childcare-grocery-medical appointments)
- More fixed transit bus routes: public transportation

Long-term transportation goal

Lincoln County Transportation Coalition is anxious to continue to work to coordinate efforts for a permanent consistent form or transportation for this area. Future transportation goals include:

- Provide van driver training for Lincoln County
- Establish a coordinated county transportation effort with all interested parties participating in the plan
- Implement our coordinated transportation plan in proper steps needed

- Keep communications open with all possible transportation providers and state funders

Because of the scarcity of local resources and the fact that the majority of transportation in Lincoln county is provided by People For People in neighboring Grant county, the coalition may decide to merge with the Grant/Adams coalition.

Local coordination success story:

Specialized transportation through coordination

Richard Vesneske, 64, reflects the current state of transportation in Lincoln County; he relies on others for assisted transportation.

Retired and a veteran, Richard was diagnosed with diabetes several years ago. He successfully avoided losing a leg to the disease, only to have it impact his vision. Now he is almost completely blind in one eye and unable to drive. This presents a hardship when it is necessary to keep appointments with his doctor in Spokane, located 30 miles away.

"It's very difficult to make people understand how obligated you feel when you need a ride," he says.

Without a public transportation system in place, Lincoln County residents and special populations often depend on the agencies that serve them.

Although a fierce sense of independence prevails, Richard is also determined to help others in need of specialized transportation. He is keenly aware of other individuals in his community that are in need of transportation, and has begun to tell them about the scheduled transportation that soon will be available. Recently he became the newest citizen member of Lincoln County's Transportation Coalition. Coalition members are working diligently with Richard's help to improve the current state of transportation in Lincoln County.

"Many people in Lincoln County are in need of assisted transportation and it is important that their voices be heard," says Linda Piazza, executive director of the Lincoln County Housing Authority.

Her agency leads the coalition, formed two years ago. Funding from ACCT allowed her agency and others to come together to produce a sustaining plan that will create specialized transportation access in Lincoln County for persons who need it. Coalition members are also collaborating with government agencies and nearby counties to implement a final coordinated transportation plan.

Lincoln's coalition plan focuses on reducing costs and enhancing services while creating access for persons in need of specialized transportation through coordination. Once implemented, coordinated transportation will provide cost savings and increased efficiency for local social service agencies that currently provide their own client transportation. This in turn will allow agencies to spend more time providing direct service to clients---helping more people and generating more revenue.

There are other benefits to coordination. "People will have more freedom and opportunities through transportation and will be able to become contributing citizens that will be better able to support the local economy," said Linda.

Lincoln County coalition members are confident that a reliably coordinated transportation system will open up tremendous opportunity for county citizens. Low-income people will be able to access job training and education in Spokane (currently unavailable in Lincoln County). Senior citizens will be able to access medical care there.

The Lincoln County Coalition's coordinated transportation plan will start on a demand-response per ride basis with a centrally located retrieval and drop-off point. This will also help clients maintain confidentiality. Confidentiality laws prohibit mixing client populations along transportation routes, forcing agencies to provide single trips to individual clients who are unable to drive themselves to appointments. Coordinated transportation will provide centralized retrieval points, allowing agency populations to mix, and more people to be served.

Community advocate Richard Vesneske is creating more transportation options for Lincoln County residents.

Coalition member agency, People for People, has committed a scheduled route along Highway 2 as part of its regular service between Grand Coulee and Spokane. For Davenport and other Lincoln County citizens this provides a much-needed option for traveling to and from Spokane---a primary job training, education, medical facilities and employment center.

Coalition plans also include:

- Additional pick-up/drop-off locations for People for People vans,. Part of this involves addressing area business requests to minimize loitering—even if this means waiting for transportation. A solution is to secure permanent stop locations and scheduling in partnership with city clerk offices, city councils, and other organizations.
- Partnering with cities to build covered bus stops.
- Scrutinizing the successful use of school buses in other ACCT-funded counties as transit feeder options to transport kids to activities.
- Using vans from two local hospitals when they are available.

- Looking at other funding sources to acquire more vehicles, build feeder routes off of the established People for People route along State Route 2, and hire a person to create schedules and rider information, and to coordinate stop areas. The Lincoln County Coalition hopes it will receive additional funding to provide residents with reliable public transportation.

Upon implementation, these options will free up coalition members to return to what they do best: providing services to clients, confident that transportation needs will be met. And it will give Richard an opportunity to utilize a fully coordinated transportation plan that meets the needs of persons like him in need of specialized transportation in Lincoln County.

Mason County

Located on the Olympic Peninsula, Mason County is 961 square miles with 200 designated as an uninhabited National Park. The county, bisected by Hood Canal, includes 300 miles of saltwater shoreline and 200 miles of lake. The Olympic Mountains rise in western Mason County.

Lead agency for coordination

The Mason County Transit Authority serves as the lead agency for activities to coordinate transportation services.

Population and employment

Nearly 50,000 people live in Mason County. The population density is 52 people per square mile. Shelton is the only incorporated city. Seventeen percent of the counties residents, 7,241 people, live in Shelton. The remaining 83% are dispersed across the county's challenging topography. This imparts a very unique character to meeting transportation needs in the county.

Mason County coalition members plan for a community-wide coordinated transportation system.

Traditional industries include logging and fishing. Since the 1970's the timber economy has been in decline, yet it still remains prominent in the local economy. However, the poverty rate per capita has declined as retirees and professionals move to the area for relatively affordable view and waterfront property.

More than 40 percent of the county's workforce commutes to nearby cities for work, primarily Olympia (20 miles south) and Bremerton (13 miles north). The area still reports high unemployment (8 percent) and numerous social problems including crime, teen pregnancy, and school dropouts.

Social services

Nearly 27 percent of county residents use DSHS services at an annual cost of more than $52 million. In almost all cases, these services do not include client transportation to access services.

According to DSHS, more than 11,000 Mason County residents qualify for medical and health-related services for individuals and families with low incomes and resources. Medicaid is the largest program providing medical services to Washington State's poorest people. The Medicaid program covers transportation for those who have no other way to access medical services.

More than 7,000 Mason County residents qualify for services provided by the Economic Services Administration including WorkFirst, Temporary Aid to Needy Families (TANF), food assistance and refugee grants.

Major providers of transportation for people with special transportation needs

Transit authority

Mason Transit Authority serves all of Mason County, offering:

- 7 deviated routes
- demand response service
- volunteer transportation for the general public
- Weekday service between 5:45 a.m. and 8:45 p.m.

In 2001 MTA provided 208,955 passenger trips on its deviated routes, and 58,936 demand response passenger trips. Operating expenses were $1,287,991.

Barry Mahilov from Exceptional Foresters and Angela Barbre, Mobility Manager with People For People, work closely together to group rides as much as possible.

School districts

Seven school districts spend a total of $2,406,300 on pupil transportation:

Non-profit community transportation providers

- Paratransit Services is the Medicaid broker for the area.
- Sound to Harbor Head Start
- Squaxin Island Tribe
- North Mason Senior Center
- Skokomish Tribe
- Exceptional Foresters

For-profit community transportation providers

- Mason County Taxi

Local ACCT project focus

The coalition seeks to.

- Expand rural access
- Provide access to jobs both in and out of county
- Supplement access to medical services not available in-county
- Provide for transportation of school children and teens for after school activities
- Provide access to services outside of normal transit hours

Innovative coordinated transportation approaches

The coalition has:

- Contracted with school buses to provide general public transportation
- Coordinated a volunteer transportation program
- Brokered trips to other providers
- Coordinated a wheelchair lending program

Local priority projects if additional funding is available

Develop a call center for low-income people to get help with finding transportation options to get to work, child-care, and work-related activities. The call center will provide information, direct calls to the appropriate transportation resource, coordinate ride-share and volunteer drivers and, if necessary, provide trips for eligible people.

Long-term transportation goal

Become the central point of contact in Mason County to resolve transportation problems.

Local coordination success story:

Collaboration Creates More Transportation Option for Area Youth

Mason County faces a number of geographic and socio-economic challenges, yet is developing a nationally renowned transportation system that serves the local community, particularly its youth. Mason County's story serves as an inspiring snapshot of what coordinated transportation can deliver for rural areas.

Geography is the first transportation challenge for Mason County. Rural areas with hilly terrain and a large body of water surround an urban center. While beautiful, these geographic features divide and isolate many residents. Approximately 13,000 residents live in the urban center while 40,000 more reside in the rural areas.

Mason County is also economically challenged, with an eight percent unemployment rate. Forty percent of its residents travel out of county

everyday for work in Kitsap, Thurston, Pierce and King counties. This puts Mason in the top five in Washington State for out-of-county commuters. Many of the students participating in after-school programs live 15 to 25 miles from school with parents who don't return from out-of-county jobs until after dark.

The Mason County Transit Authority was voted into existence in 1992. With five wheelchair accessible vans, the transit authority accommodated 60,000 riders in its first year. Today, Mason Transit has 21 vehicles, with over 300,000 riders. Mason County is also connected to transit systems in Grays Harbor, Jefferson, Kitsap, and Pierce counties.

The Mason County coalition found a way to coordinate school district and transit transportation, resulting in more service for the community in hours of highest demand.

Despite all that it offers Mason Transit still is not always able to supply enough vehicles or routes to meet demand in a county that incorporates 900 square miles—especially for local teens and schoolchildren.
Some after-school programs were available, but none offered transportation for local students to return home safely after dark. School drop out and teen pregnancy rates were among the highest in the state. Studies show that students engaged in structured activities such as after-school sports are less likely to become pregnant and more likely to stay in school.

A group of concerned parents approached Dave O'Connell of the Mason County Transit Authority to see if any transportation could be provided to help their children access existing after-school programs. Shortly after, state legislation was passed encouraging transportation for social service purposes through the Agency Council on Coordinated Transportation.

"It was as if the legislation was passed just for us," said Dave.

Dave had a loosely organized transportation coalition already in place. They had worked together to develop a volunteer ride services program. Member agencies included Exceptional Foresters, a non-profit agency that works with persons with disabilities, and two American Indian tribes, the Skokomish and the Squaxin, who networked with Mason Transit buses to access jobs and services including native health services in Grays Harbor County.

The next step was to begin discussions with all organizations to find more efficient ways to create transportation access for Mason County's youth. At the time, only a handful of transportation providers were in place and all were working separately. While kids and teens needed transportation there was no additional money to help. Mason Transit had 21 vehicles and local school districts had 100 buses that ran between 7 a.m. and 3 p.m. each weekday.

Suddenly a plan was born: Why not use school buses to transport kids and teens to local after-school programs and to fill local transit route gaps? The local coalition members heartily endorsed the idea. After numerous discussions and negotiations with the local school districts Mason County was ready to implement its vision in the form of a pilot program.

The program combined transportation for middle and high school students with transportation for the local community. One of three school buses picked up students following the completion of after-school activities and transported them to designated drop-off points in close proximity to students' homes. Along the way the buses stopped to pick up and drop off transit riders from the local community. Passengers were allowed to transfer to other points along the way.

After the school day is over, the bus is converted into a Mason transit bus with the application of a magnetic sign.

The dream had become a reality: persons with disabilities, teens and high school students rode home from after-school programs with youth from the Boys and Girls Clubs and members of the local community commuting home from work. Mason Transit pays participating school districts $19.86 per hour plus 85 cents a mile to cover labor and bus costs.

The program ceased operation for the summer following its first official run during the 1998-99 school year. The Mason Transportation Coalition received Agency Council on Coordinated Transportation funding to start the program again the following school year. Mason County voters also recently approved a local sales tax referendum to keep the collaborative program in operation.

Since then the innovative program has received national attention. Today, the local coalition includes over 66 partners that include school districts, WorkSource, Department of Developmental Disabilities, Behavioral Health, and the Washington State Department of Social and Health Services. They meet monthly, with action-oriented agendas that keep members focused and engaged. Mason Transit also has a citizens' advisory board; its 17 members serve as ambassadors and engage the local community in its work.

Its philosophies of keeping things simple, implementing action steps at every meeting for achievable results, and collaborating with other organizations and jurisdictions have been key to the Mason Coalition's success. Working together has been so successful that coalition members are now looking at forming as an independent 501(c)(3) organization.

"Very few people thought we could be successful when we started, but now we find that we are inspiring other jurisdictions to think out of the box," said Dave.

Additionally, several other Washington State groups have approached members of the Mason Coalition to find out how they can establish partnerships between school districts and their local transit companies to meet the needs of their communities and youth without expending additional funds.

Dave admits that some challenges remain, including ensuring enough funding to expand and continue the bus-feeder route service. Current policies limit Mason Transit from expanding the program to additional school districts. Most school districts allow the transport of schoolchildren only—and no adults other than teachers or drivers. And there is limited wheelchair access on school buses.

By coordinating school and transit resources, the county saved over $20,000 per year in operating expenses, $120,000 in vehicle purchase costs, and $84,000 in fuel costs.

Dave is confident that taking one step at a time is key to the Mason County Transportation Coalition's continued success in meeting the needs of its community.

Mason County youth are counting on it.

Pacific County

Pacific County is located in the southwestern corner of the state, bordered on the west by the Pacific Ocean and the Columbia River and Wahkiakum County to the south. It is a rural county of 908 square miles, with no major city.

Coastal areas and river lowlands dominate the topography, with rolling hills predominating the more inland area.

Lead agency for coordination

Coastal Community Action Program (CCAP) is the lead agency for coordination in Pacific County, as well as in neighboring Grays Harbor County. Although there is significant traffic between the two counties, they elected to have separate coordination coalitions. Pacific Transit plays a significant role as a partner in leading the coalition.

Population and employment

Pacific County's population totals 20,984 according to U.S. Census 2000.

Pacific County contains four incorporated cities that include:

- Raymond (population 2,950)
- South Bend (population 1,650)
- Long Beach (population 1,440)
- Ilwaco (population 860)

The county has a population density of 21.5 people per square mile, with one third of the population living in one of the small towns and the rest spread throughout the unincorporated rural areas.

The county's economy is based on tourism, logging and lumber, manufacturing, seafood harvesting and canning, fishing, dairy farming and cranberry crops.

Pacific County has no major highway arteries or airports. Residents must drive two hours north to Aberdeen and Hoquiam, or cross the bridge to Astoria, Oregon to obtain basic medical care not found in Pacific County.

Social services

Almost 28 percent of county residents use DSHS services at an annual cost of more than $30 million. In almost all cases, these services do not include client transportation to access services.

According to DSHS, almost 5,000 Pacific County residents qualify for medical and health-related services for individuals and families with low incomes and resources. Medicaid is the largest program providing medical services to Washington State's poorest people. The Medicaid program covers transportation for those who have no other way to access medical services.

More than 3,000 Pacific County residents qualify for services provided by the Economic Services Administration including WorkFirst, Temporary Aid to Need Families (TANF), food assistance and refugee grants.

Major providers of transportation for people with special transportation needs

Transit authority

Pacific Transit provides services in Pacific County, offering:

- Five fixed routes
- Demand response paratransit services
- Weekday service between 6:00 a.m. and 7:30 p.m.
- Saturday service for two routes between 10:00 a.m. and 6:00 p.m.

In 2001, Pacific Transit provided 90,296 passenger trips on its fixed route system and 19,406 demand response trips. Operating expenses were $862,139

School districts

Six school districts spend a total of $1,615,599 on pupil transportation

Non-profit community transportation providers

- Paratransit Services is the Medicaid transportation broker for the area.
- Catholic Community Services
- Coastal Community Action Program
- Chinook Tribe
- Peninsula Senior Activity Center

For-profit community transportation providers

- Tours Plus

Local ACCT team and project focus

Develop a means of providing non-emergent medical transportation for people who are not Medicaid eligible and who need services out of county

Increase the coordination between the transit system and the school districts

Develop transportation options for the most remote areas of the county

Innovative coordinated transportation approach

Coastal Community Action Program contracted with the Community Transportation Association of America in October 2000 to assist with the planning phase for ACCT coordination. They developed a coordination plan to help set up a coordinated transportation service that would draw upon existing resources in the community.

They identified local transportation providers that might play an active role in the coordinated service. They sought input from coalition members and local human service agencies via a survey to assess transportation needs.

Pacific Transit and several school districts are exploring the potential of coordinating in a way that would accommodate students and the general public.

Local priority project if additional funding is available

The Pacific County coalition contracted with a consultant to determine the feasibility of implementing the coordinated transportation plan for Pacific County.

The findings show that the community is interested in implementing a coordinated system, but is unable to move forward without additional resources. ACCT is not able to provide sufficient funds and the community does not have the resources within the partner agencies.

The community agrees that implementation of a coordinated system is dependent on the ability of Pacific Transit to take the lead role. However, the transit system is suffering lost revenue and subsequent budget cuts and is not in a position to do so.

The coalition will continue to operate in a modest fashion while searching for funding sources that would allow it to move forward on its priority coordination issues

Long-term transportation goals

As it becomes possible, the coalition will:

- Coordinate public transit and public school transportation
- Develop a coordinated call taking/trip brokerage system
- Coordinate pick up and drop off points with other service providers to allow for greater mobility around the county and between counties.

Pierce County

Pierce County is located between Puget Sound and the Cascade Mountains south of King County and Seattle. The county is home to Tacoma and Mount Rainier. Pierce County has a landmass of 1,676 square miles and rises from sea level to 14,410 feet above sea level at the top of Mount Rainier. The eastern part of county is in Mount Rainier National Park and the Gifford Pinchot National Forest.

Lead agencies for coordination

Pierce County Human Services serves as the lead agencies for activities to coordinate transportation services. Other key partners include Pierce Transit, Pierce County Aging and Long Term Care, Puget Sound Educational Service District, Bethel School District, Paratransit Services, and Transpro.

Population and employment

Pierce County is the second most populous county in the state, with a population exceeding 706,000. Population density is 418 per square mile. Fifty-five percent of the people live in the incorporated cities in the county. The county has a large rural component in which 45 percent of the people live.

Tacoma's location on a major waterway contributes significantly to the county's position as a regional trade and service center. Pierce County is home to Pacific Lutheran University, University of Puget Sound, Frank Russell Company, and the Port of Tacoma.

Underlying the strong economy is the influence of three major military installations: Fort Lewis Army Post, McChord Air Force Base, and Madigan Army Medical Center – all of which have remained stable or grown, despite base closings and military downsizing in other parts of the country.

Social services

Nearly 23 percent of county residents use DSHS services at an annual cost of more than $800 million. In almost all cases, these services do not include client transportation to access services.

According to DSHS, more than 132,000 Pierce County residents qualify for medical and health-related services for individuals and families with low incomes and resources. Medicaid is the largest program providing medical services to Washington State's poorest people. The Medicaid program covers transportation for those who have no other way to access medical services.

More than 88,000 Pierce County residents qualify for services provided by the Economic Services Administration including WorkFirst, Temporary Aid to Needy Families (TANF), food assistance and refugee grants.

Coalition member and consumer advocate John Earnest Barry III, believes that coordination will make it easier for users to access services.

Major providers of transportation for people with special transportation needs

Transit authority

Pierce Transit serves central and north Pierce County, including Gig Harbor and Key Peninsula. Services include:

- 47 fixed routes
- demand response services
- Weekdays between 4:00 a.m. and midnight
- Saturdays between 6:00 a.m. and midnight
- Sundays between 7:00 a.m. and midnight

In 2001 Pierce Transit provided 14,002,196 passenger trips on its fixed routes, and 556,330 demand response passenger trips. Operating expenses were $54,351,882.

School districts

Fourteen school districts spend a total of $20,168,500 on pupil transportation.:

Non-profit community transportation providers

- Paratransit Service is the Medicaid broker for Pierce County, arranging 717, 450 trips yearly, at a cost of $7,413,814

- Catholic Community Services
- Puget Sound Educational Services District

For-profit community transportation providers

- Transpro, Gig Harbor
- Local Motion, LLC, Tacoma
- Community Health Carriage, Lakewood
- Luxury Car Transportation, Puyallup
- NW Transport, Inc., Des Moines
- Tacoma Yellow Cab, Tacoma

Local ACCT project focus

The coalition has identified a number of focus areas:

- Provide transportation to WorkFirst/Welfare-to-Work participants living in rural Pierce County
- Utilize the Medicaid broker as a brokerage center for rural East Pierce County residents, living outside of the Pierce Transit service area, who are unable to drive or own cars, including transportation to jobs, training sites, case manager appointments and other approved trips.
- Puget Sound Educational Service District operates special use vans to transport eligible clients under the local Jobs Access program. The van service is used to provide transportation to child care facilities, job training and work site locations. The transportation service is also a training opportunity for Jobs Access participants to learn how to be a qualified driver and/or dispatcher.
- Pierce Transit, in cooperation with sheltered workshop sites, supplies a special use15-passenger van for transporting clients with developmental disabilities to and from work. This program enhances the availability of transportation for clients and has significantly reduced the cost of providing transportation services to these sites
- Pierce County Community Services administers a van program for transportation between Tacoma and East Pierce County for WorkFirst recipients to access jobs, training sites, case manager appointments and other approved trips
- Pierce Transit and Paratransit Services are developing recommendations for a cost allocation formula for grouping ADA and Medicaid trips to specified locations.
- The Boys and Girls Club, the Bethel School District, and Paratransit Services are partnering to broker and provide after-school trips to/from the Goys and Girls Club for elementary students in the Bethel School District.
- Pierce County awarded a Community Block Grant to fund additional stops other than medical destinations for Medicaid clients.
- School districts and Paratransit Services are discussing ways to coordinate homeless pupil transportation.

Tim Payne of Pierce Transit serves as chair of the county's Transportation coalition.

Innovative coordinated transportation approach

"The greatest accomplishment of the Pierce County Coalition is educating people on how to build on existing resources and not establish new, duplicative one," says coalition member Tom Young of Paratransit Services

Nearly 100,000 passengers are being transported everyday in Pierce County, making approximately 19 million trips in a year. The average cost of assisted transportation is about $25 per trip/ per person. Independent providers offer almost 5,000 delivery transportation services throughout Pierce County.

In 1996, a private transportation provider conducted a two-week coordination trial involving Medicaid and Pierce Transit SHUTTLE (para-transit) trips. While this trial represented only a small percentage of all trips, it is estimated that $5-10 million could be saved and reinvested into special transportation needs if coordination of these trips occurred system-wide – annually about 25,000 trips.

Local priority projects if additional funding is available

The coalition would like to add a number of projects to its list of activities:

- Transportation to the "black hole" (176th-Pacific-Meridian-152nd Street)
- Transportation for social service programs (often omitted from funding awards)
- Transportation to Spanaway, Graham, Eatonville
- Multiple stop trips (work-childcare-grocery-medical appointments)
- More fixed transit bus routes

Long-term transportation goal

Coalition member Mike Murphy from Sound Transit and consultant Faith Trimble, work on prioritizing coalition activities.

Pierce County is leading the way in transportation coordination efforts in the State of Washington. The coalition has developed ten goals to accomplish:

- Reduce duplication of transportation services
- Preserve and expand special needs transportation services
- Gain state and local leadership support for coordinated transportation in Pierce County
- Maintain transportation service quality
- Increase efficiencies in transportation support serviced (e.g. training and insurance)
- Increase public awareness of mobility options and coordination activities
- Simplify the way consumers access trips
- Assure that the process for siting facilities considers the full range of transportation issues
- Increase regional and multi-modal transportation coordination

Local coordination success story:

Coordinated Transportation Offers New Options

Darlene is a driver for the Pierce County WorkFirst rural express van system. She likes to make sure that it's a pleasant trip for her passengers as they make their way from one destination to another, often accompanied by small children. Without the rural express van, many of her passengers would otherwise be stranded and unable to seek training for permanent employment opportunities.

Darlene prepares to take her passengers to a job training class.

The Pierce County Rural Express Van Program is administered by the Puget Sound Educational Service District (PSESD), a local consortium of human services providers. PSESD received funding from the Agency Council on Coordinated Transportation (ACCT) and from the federal Job Access Reverse Commute (JARC) program. Pierce Transit had earmarked these funds to implement a community van project involving community providers. Pierce County Community Services Career Program, a community action agency, also provided WorkFirst funding towards implementing the van program.

The van program is designed to meet several goals, to:

- Deliver WorkFirst participants to their assigned jobs and/or work training sites
- Provide them with training as bus and van drivers
- Provide them with driving experience for follow-up in securing permanent employment

Other coordinating partners include Pierce Transit, Paratransit, DSHS, Puget Sound ESD, WorkSource, and the Pierce County Employment and Training Consortium.

Darlene was once a passenger on the PSESD vans herself--before she became one of their drivers. Now, as a driver, she helps people look for---and maintain---jobs and transport their children to daycare. Without the service, almost all of her passengers would be isolated, and dependent on others to meet basic quality of life needs for their families, just as Darlene once was.

Transporting children to daycare via the vans is one of its most regular uses, and passengers can't imagine what they would do without it. This is a critical life link given the recent statistics showing that since 1997, the number of children in subsidized childcare in Washington State rose from 34,354 to 71,902. The state is projected to spend $35 million more than it budgeted on childcare through June 2003. Subsidized childcare is one of the most crucial elements of WorkFirst, allowing participants to pursue job training and transition into the work force.

Darlene worked from the time she was 15, but ran into a stroke of bad

luck when she moved back to Washington State in 1999 with her four year old son. She did not have a job, contacts, or many marketable job skills. She moved in with her parents, located in Sumner approximately 30 miles from the nearest city center. She had planned to use her car to look for a job but it was totaled in a grocery store parking lot. She had only been able to afford liability insurance on her vehicle and was left stranded.

Road construction, speeding drivers, and childcare for her son limited her from walking to the bus stop often enough to look for and maintain a job or participate in a training program. Very few social service programs include transportation in their awards.

This is where coordinated transportation in Washington State is making a difference, with funding from ACCT and JARC. "Transportation has made all the difference for Darlene and the goals she set out for herself and her son in the WorkFirst program," said Jacque Mann-Israel, PSESD Administrator.

All participating agencies use a single referral form that is faxed to Paratransit Services, which enters information into their system to develop routes. Information includes passenger name, pick-up location, destination, WorkFirst activity, number of children, and the childcare drop-off information. The routing information is then provided to the PSESD van supervisor to dispatch drivers to pick up passengers.

Before she became a driver, and following her car accident, Darlene learned that she qualified for WorkFirst. She participated in the required 12-week job search training program and learned new job skills, received training, and obtained information on how to look for a permanent job. She used the rural express van to take her son to subsidized childcare and to commute to training classes. This was key to her enrollment in a training program that literally changed her life.

While using the rural express van program, she talked to the van drivers. All of them were so friendly, she recalled, that she asked them about driving. Did they like it? Was it a job that she might like?

According to Randy, most of the rural express van drivers are WorkFirst recipients, just like Darlene. As they use the van and become more familiar with it, they tell others about it, providing a steady stream of driving candidates for him to consider when training positions open up. Since April of 1999, the program has trained 40 drivers, two of whom have gone on to become permanent drivers or dispatchers. When Darlene finishes the program in May, she will be the third.

"This training program, the subsidized childcare, and the opportunity to get my Commercial Drivers License all opened up new doors for

me. The hardest part is over – now it's about helping others in need become productive too", explains Darlene.

Local coordination success story:

Beyond the Borders Coordination Project Offers Options for Youth

A great need was met for students and families in the Bethel School District when Boys and Girls Club of South Puget Sound and Paratransit Services teamed up to provide transportation for after-school activities. Many students in the district go home to empty houses when they go straight home from school. Parents often work late or work more than one minimum wage job just to make ends meet.

Many of these students lag behind in academic achievement and social skills. Research shows that after-school programs increase school success. After-school programs also provide supervised activities during the hours of 3:00 pm. and 6:00 pm., when most juvenile crime occurs.

Most of the 220 square miles of the Bethel school district is outside the Pierce Transit Benefit Area. Many families come to the district for the available low cost housing and do not have a private vehicle. Consequently, transportation is a challenge. This demonstration project allows students to participate in after-school activities. Participating students are more engaged in their learning and less likely to engage in disruptive behavior.

Nancy Perry of the Bethel School District coordinated with Tom Young, Paratransit Services, and the Boys and Girls Club on a pilot project to improve student educational outcomes through involvement in after school activities. Transportation was the key to student participation in these activities.

The school district identifies children who will benefit from participation in the program and coordinates with the Boys and Girls Club. The Boys and Girls Club contacts Paratransit Services, a transportation broker, to arrange transportation for each student who participates in the program. Currently, two elementary schools participate.

Program sponsor, Nancy Perry says, "We expect the program will increase. This demonstration project is vital to our district, and fills a gap in transportation services for our students and families. Ryan is an example of the importance of our project. Ryan is a second grader who came to the program with difficulties in anger management. His regular schoolteacher reports that he has made huge gains in social skills, and his ability to control his behavior ever since he started attending the program."

Ryan's Mother reports, "The transportation has really helped me out. I work late so Ryan wouldn't be able to participate in the program without it."

Snohomish County

Snohomish County is located between Puget Sound and the Cascade Mountains immediately north of Seattle and King County. It covers a total land area of 2,098 square miles. The eastern half is primarily uninhabited forest and mountain terrain bordered by the crest of the Cascade Range. The southern and western parts of the county are largely suburban.

Lead agencies for coordination

Snohomish County Human Services is the lead agency for activities to coordinate transportation services. Key partners include: Senior Services of Snohomish County, Stillaguamish Tribe, Community Transit, Everett Transit, and several school districts.

Population and employment

Snohomish County is the third most populous county in the state with a population of more than 600,000, with a population density of 279 people per square mile, making it the 6th most densely populated county. During the 1980-90 period, Snohomish County's population grew by 37.9 percent, making it the fastest growing county in the state. Since 1990, the county's growth rate has slowed.

Fifty one percent of the people live in the incorporated areas of the county, widely distributed among 20 different cities. Everett, the largest city, has a population of 87,520. The smallest, Index – deep in the Cascade foothills – has 140.

Snohomish County is home to Naval Station Everett, Fluke Corporation, Eldec, Boeing, and Stillaguamish and Tulalip Tribes. High-tech manufacturing, retail trade, the Naval Station Everett, and public sector employment drive the economy.

Snohomish County Human Services staff Denise Brand, Melissa Rogers, and Marty Bishop plan for a community coalition meeting.

Social services

Nearly 18 percent of county residents use DSHS services at an annual cost of more than $400 million. In almost all cases, these services do not include client transportation to access services.

According to DSHS, more than 85,000 Snohomish County residents qualify for medical and health-related services for individuals and families with low incomes and resources. Medicaid is the largest program providing medical services to Washington State's poorest people. The Medicaid program covers transportation for those who have no other way to access medical services.

More than 49,000 Snohomish County residents qualify for services provided by the Economic Services Administration including WorkFirst, Temporary Aid to Needy Families (TANF), food assistance and refugee grants.

Major providers of transportation for people with special transportation needs

Transit authority

Community Transit serves all urban areas (except Everett) and parts of suburban and rural Snohomish County, offering:

- 52 fixed routes
- demand response paratransit service – DART operated by Senior Services
- Weekday service between 6:00 a.m. and 10:00 p.m.
- Saturday service between 7:30 a.m. and 8:00 p.m.

In 2001, Community Transit provided 8,293,703 passenger trips on its fixed route service and 162,035 demand response passenger trips. Operating expenses were $51,476,942.

Everett Transit serves the City of Everett, offering:

- 10 fixed routes
- demand response paratransit services
- Weekdays between 4:45 a.m. and 10:00 p.m.
- Weekends between 6:55 a.m. and 9:25 p.m.

In 2001, Everett Transit provided 1,559,394 passenger trips on its fixed route service, and 57,399 demand response passenger trips. Operating expenses were $8,307,739.

School districts

Thirteen school districts spend a total of $18,193,100 on pupil transportation.

Non-profit community transportation providers

- Snohomish County is the Medicaid broker for the county, arranging for 168,710 trips yearly, at a cost of $4,000,172
- Catholic Community Services
- East County Senior Center
- Northwest Senior Center
- Northshore Senior Center
- South County Senior Center
- Stillaguamish Senior Center
- Transportation Assistance Program (TAP)

For-profit community transportation providers

- American Cabulance
- Blue Risin Transportation
- Checker Cab
- Green Tortoise
- Greyhound Bus Lines
- North End Taxi
- Plaza Transportation
- Sunrise Services
- Yellow Cab
- White Express Transportation

Local ACCT project focus

Avoid duplication and coordinate services in a way that will allow the county to:

- Transport all those with special transportation needs
- Combine existing transportation elements

Innovative coordinated transportation approach

The Snohomish County Transportation Coalition is building a framework of local transportation providers to increase trip efficiency and create transportation cost savings for Snohomish County. The group is exploring efficient uses of traditional and non-traditional transportation resources.

Local priority projects if additional funding is available

The community prioritized its project list?

- Implement a communication and marketing plan
- Combine multiple transportation guides into one single guide
- Recruit and train "transportation ambassadors"
- Explore the feasibility of creating a single application for eligibility
- Coordinated call centers for trip information, referral, an eventually trip scheduling
- Explore the creation of a flexible funding pool to supplement non-Medicaid trips
- Develop a system to arrange rural rides outside of providers corridors
- Identify opportunities to coordinate regionally (e.g. Smart Card)

Long-term transportation goal

Through better coordination of available transportation resources, transportation programs in Snohomish County will realize greater efficiencies and more rides will be available to people with special transportation needs. The Snohomish County Transportation Coalition has identified six primary goals to accomplish:

- Improve and increase awareness and support of transportation options and services to the public and service providers

- Simplify the eligibility process
- Simplify trip arrangements
- Build transportation capacity within existing community resources
- Increase transportation options in underserved and rural areas
- Increase regional and cross jurisdictional transportation options

Local coordination success story:

Creating More Efficient Transportation Options

When it comes to galvanizing community initiatives, Snohomish County boasts a legacy of collaborative spirit. The fast-growing county brings this spirit to their emerging coordinated transportation effort.

Snohomish County is largely suburban and rural. On one hand the county hosts two transit agencies and is ranked highly nationwide for per capita vanpool usage. On the other hand the county still is home to sparsely populated rural areas and small towns.

Efforts to make the most of limited transportation resources and serve a growing and changing population are underway. Leading the charge are:

- Casey Stevens, Stillaguamish Tribe
- Coey Gilleland, Senior Services of Snohomish County
- Marty Bishop, Administrator with Snohomish County Human Services
- A 25 member Executive Committee, chaired by Commissioner Gary Nelson.

"We owe it to our community to coordinate our resources so that we make better use of our tax dollars and provide better service to our residents," asserts Gary Nelson, Snohomish County Commissioner and chair of SNOTRAC's Executive Committee.

Snohomish County Human Services provides Medicaid transportation. Senior Services of Snohomish County operates Dial-a-Ride Transportation (DART) for senior passengers who can't access regular fixed route buses. They also offer a program offering feeder routes to help people in rural areas access primary transit routes in city centers. Everett Transit and Community Transit both offer paratransit and fixed-route transit bus service.

For seniors living in Snohomish County, transportation is especially crucial to maintaining their independence, health, and quality of life..

The fastest growing age group between 1990 and 1999 was 50-64 year olds, which increased by 58.8 percent. Snohomish County Human Services also sees increased demand from medically fragile clients in need of specialized transportation.

With support from the Agency Council on Coordinated Transportation, the Snohomish County Transportation Coalition first convened in January 2000. Coalition members initially wrote a four-page

memorandum of understanding. They also wrote a transportation survey tool that was sent to more than 1,400 agencies and providers to determine available transportation modes, routes, and service delivery models.

Coalition members focused on coordinating existing transportation modes to serve the developmentally disabled, the mentally ill, children and the elderly. They built coalition membership, established common goals and objectives, and identified community special needs transportation resources.

In June of 2002, the Snohomish County Transportation Coalition hired a consultant to help develop a decision-making structure, complete the transportation inventory, develop a strategic plan, and create an implementation and evaluation plan. To date, twenty-five executives and leaders in the Snohomish County region, including Snohomish Council member Gary Nelson and the Director's of Everett and Community Transit, signed the coalition's Statement of Executive Sponsorship. This signifies the county's commitment to addressing the special transportation needs of those residents who are unable to transport themselves due to a disability, their age, or income level.

This executive decision-making body has approved a completed transportation inventory and a 5-year strategic plan. Coalition members are now steadfastly working on an implementation and evaluation plan for executive adoption in June 2003.

Spokane County

Spokane County is located on the eastern edge of Washington State, bordering Idaho. The county serves as the economic hub of the area traditionally known as the Inland Empire, most recently coined the Inland Northwest. The county covers an area of 1764 square miles.

Lead agency for coordination

Community Colleges of Spokane serves as the lead agency for activities to coordinate transportation services.

Population and employment

Spokane County is the fourth most populous county in the state with a population of more than 425,000. A population density of 235 people per square mile makes it the 8th most densely populated county in the state. Fifty one percent of the county lives in one of the 11 incorporated towns. The City of Spokane with a population of 189,200 is the largest city, while Waverly, the smallest, has 101. Fairchild Air Force Base has a significant impact on the county's population and economy..

The bulk of affordable housing is found in rural areas, while the jobs are in urban centers. Wheat and cattle dominate in west and south county, fruit orchards dominate north county, and grass seed the east county.

Despite a strong manufacturing sector with stable and diverse industries such as industrial machinery, electronic equipment, aerospace and other transportation equipment, the decline in jobs has been most noticeable in this sector.

Social services

More than 26 percent of county residents use DSHS services at an annual cost of more than $540 million. In almost all cases, these services do not include client transportation to access services.

According to DSHS, more than 90,000 Spokane County residents qualify for medical and health-related services for individuals and families with low incomes and resources. Medicaid is the largest program providing medical services to Washington State's poorest people. The Medicaid program covers transportation for those who have no other way to access medical services.

More than 63,000 Spokane County residents qualify for services provided by the Economic Services Administration including WorkFirst, Temporary Aid to Needy Families (TANF), food assistance and refugee grants.

Major providers of transportation for people with special transportation needs

Transit authority

Spokane Transit Authority serves central Spokane County, offering:

- 31 fixed routes and demand response paratransit services weekdays between 5:30 a.m. and midnight
- 25 fixed routes and demand response paratransit services on Saturdays between 5:30 a.m. and 10:00 p.m.
- 21 fixed routes and demand response paratransit services on Sundays between 8:00 a.m. and 8:00 p.m.

In 2001, Spokane Transit provided 8,370,460 passenger trips on its fixed routes and 431,210 demand response passenger trips. Operating expenses were $33,189,926.

School districts

Thirteen school districts spend a total of $12,115,230 on pupil transportation

Non-profit community transportation providers

- Special Mobility Services is the Medicaid broker for the county, arranging 203,800 trips yearly at a cost of $2,989,940
- Spokane Care Cars
- Catholic Charities
- NW Medvan
- Salvation Army
- Spokane Guild School
- Spokane Valley Foundation
- Valley Senior Nutrition

For-profit community transportation providers

- Affordable Cabs
- Budget Taxi
- ECN Dispatch/TNB Taxi
- On the Go
- Park n Ride
- Quality Wheelchair
- Spokane Cab
- Wheelchair Transport
- Wheels on Wheels

Spokane County coalition members Susan Milbank of Spokane Transit, Ian VonEssen of Spokane County, and Joanne Murcar of the Community Colleges of Spokane have been instrumental in advancing their LIFTS projects to improve information and coordination among human services and transportation providers.

Local ACCT project focus

Increase job skills and employment opportunities for WorkFirst and high poverty clients

Create opportunities for multi-tasking in trip planning to increase job skills, employment opportunities, and schedule childcare back-ups

Innovative coordinated transportation approach

Spokane County Coalition members have focused on creating an electronic mapping system that allows users to view urban destinations including work, childcare, training, and government offices. Upon completion, the system will allow riders to map out the most efficient routes to access services and key destinations, and meet quality of life goals.

Local priority project if additional funding is available

Coalition members believe that creating reliable transportation alternatives will exceed the resources available at any individual agency. The Spokane County Coordinated Transportation Coalition hopes to achieve more efficient use of collective transportation resources.

Long-term transportation goals

The coalition seeks to:

- Provide mobility for the entire community where no one has to depend on a personal auto unless they choose to do so
- Develop a community-wide awareness of currently available transportation services
- Identify where there are mobility shortfalls/gaps
- Reach consensus on a framework to achieve the mission, and implement that framework
- Create steps to solve mobility shortfall/gaps through coordinated efforts

Local coordination success story:

Community Benefits from Additional Transportation Options

Edwina has not had a working car since 1993 and relies on public transit as her primary means of transportation. Transportation is an essential link for Edwina to employment, training, education, and health care services. Unfortunately, transportation is available only on a limited basis in Spokane.

While the transit bus runs by her house once an hour, it doesn't come earlier than 8:45 a.m. or later than 9:00 p.m. and doesn't run by her house at all on weekends.

For even the shortest commute trips, she takes this bus to the transit center in the valley, about 35 minutes away. Next she catches another bus to get downtown, which takes about 45 minutes. She has fibromyalgia, which doesn't allow her to sit or stand for very long periods of time so extended waits at numerous bus stops are a physical strain. Her son has Achilles tendons that are too short. Following a recent operation both of his feet are in walking casts.

Though she has worked hard to use public transit to help support her family, it hasn't been enough. In addition to the bus, Spokane Transit Authority Van Service is also available. Unfortunately Edwina doesn't qualify for the service. She says that if a coordinated transportation system were in place, she would use it.

To improve her family's economic outlook, Edwina participates in the SpokaneWorks Program. She also qualified for Temporary Aid to Needy Families support and has been working with a Career Coach at the Northeast Community Center (NECC). She will start computer classes in the spring to learn word processing, spreadsheet and presentation programs. The NECC served over 56,000 clients during the 2001 calendar year, working with each of them to learn

self-reliance and essential life skills. The Lifeplan Improvement and Feasible Transportation Services (LIFTS) pilot program is located within the NECC.

Together with her Career Coach, Wendy, Edwina is able to map lifeplan alternatives that may improve her and her family's quality of life. LIFTS customer service representative Stephanie worked through several mapping options with Edwina and Wendy. Some resources she is interested in included retail employment, childcare with transportation, and transportation for daily living. Some solutions Edwina identified include Spokane Transit Authority Vanpool and Community Jobs.

Following skills training Edwina will be ready to enroll in Community Jobs, which will place her in a job training situation that may lead to a permanent job. At this time she may want to revisit the LIFTS program to access services that better suit her needs, perhaps relocating to affordable housing on a fixed transit route that directly serves her training center and job. With access to resource options within the community Edwina is on her way to becoming a more independent, self-reliant, productive part of the community.

Thurston County

Thurston County is located in the south central part of Western Washington at the terminus of Puget Sound. With a landmass of only 727 square miles, the county is 32nd of the 39 counties in size.

The area topography ranges from coast lowlands to prairie flatlands to the foothills of the Cascades. Glacial activity in the county's geologic past left the land dotted with lakes and ponds.

Lead agency for coordination

The Thurston Regional Planning Council serves as the lead agency for activities to coordinate transportation services.

Population and employment

Thurston County is home to the state capital, Olympia, and a population of more than 210,000. The population density is 288 people per square mile. Forty-four percent of the population lives in one of the seven incorporated cities in the county. The tri-city area of Olympia/Lacey/Tumwater, a 50 square mile area, is home to 40 percent of the total county population. Fifty six percent of the population is widely dispersed through the unincorporated areas of the county.

Government is the dominant employer in the county.

Social services

More than 20 percent of county residents use DSHS services at an annual cost of more than $170 million. In almost all cases, these services do not include client transportation to access services.

According to DSHS, more than 33,000 Thurston County residents qualify for medical and health-related services for individuals and families with low incomes and resources. Medicaid is the largest program providing medical services to Washington State's poorest people. The Medicaid program covers transportation for those who have no other way to access medical services.

More than 21,000 Thurston County residents qualify for services provided by the Economic Services Administration including WorkFirst, Temporary Aid to Needy Families (TANF), food assistance and refugee grants.

Major providers of transportation for people with special transportation needs

Transit authority

Intercity Transit serves all of Thurston County, offering:

- 26 fixed routes
- demand response services
- Weekday service between 6:00 a.m. and 11:00 p.m.
- Saturday and Sunday service between 8:00 a.m. and 8:30 p.m.

In 2001, Intercity Transit provided 2,508,941 passenger trips on its fixed route service, and 116,497 demand response passenger trips. The operating budget was $12,801,954.

Gilmore shows support for Intercity Transit's ballot measure to increase the sales tax revenue for the Transit system. Service cuts following the elimination of the Motor Vehicle Excise Tax left many rural residents without transportation.

School districts

Eight school districts spend a total of $7,438,000 on pupil transportation:

Non-profit community transportation providers

- Paratransit Services is the Medicaid broker for the area.
- Housing Authority of Thurston County
- Mason Thurston Head Start
- Monarch Therapeutic Learning Center
- Olympia Child Care Center
- Safeplace
- Senior Services for South Sound
- South Sound Options Unlimited
- Catholic Community Services
- Wright Enterprises

- Yelm Community Services
- Yelm Food Bank

For-profit community transportation providers

- Transpro
- Capitol City Taxi
- Country Cabs
- DC Cab
- Red Top Taxi
- Yellow Cab
- Greyhound Bus Lines
- Laidlaw Transit

The Thurston County coordination coalition sponsored a Transportation Insurance forum which led to a piece of legislation which, if passed, will allow non-profit agencies to join insurance pools, thus reducing the cost of insurance. Pictured are Mary Williams of Thurston County Human Services and Karen Parkhurst from the Thurston Regional Planning Council, co-chairs of the coalition.

Local ACCT project focus

The coalition is working on a number of projects:

- Transport low-income populations to employment, employment training and child-care destinations
- Ensure that citizens are aware of all transportation options, through a "one-stop" centralized information, referral, and dispatch center.
- In addition to focusing efforts on specific populations, the Forum is embarking on a geographically-based demonstration project in the downtown core of Olympia. Many social service and transportation providers are located in the capitol city, so concentrated efforts will be made in this area to coordinate services.
- The Forum is working with both the Nisqually Tribe and Confederated Tribes of the Chehalis Reservation to provide on reservation transportation services and connections to transit for other destinations.

Innovative coordinated transportation approach

Using a JARC grant, the coalition launched a two-year pilot program called Village Vans to help jobless individuals without access to private transportation move back into the work force. The program provides vans and vanpool coordination to people in low-income housing communities. Coalition members also plan to establish a help desk to connect low-income workers with other transportation services, including carpools and transit.

Local priority project if additional funding is available

The coalition would like to consolidate services within a county-wide center.

Long-term transportation goal

The long-term goal is that all citizens will not only have a variety of options for transportation, but will also have easy access to information regarding the choices.

Local coordination success story:

Coordinated Transportation Offers Education and Employment Options

Katrina learned of the Village Van service through her WorkFirst program caseworker.

She previously relied upon friends to get where she needed to go---which wasn't always a dependable solution. Some friends cancelled at the last minute after promising to give her a ride, leaving her stranded. Local transit service was available for some trips, but a trip with her two children that involved multiple stops around town could take most of the day.

Now she calls the Village Vans coordinator to schedule a ride when she needs to complete tasks necessary for transitioning back into the workforce – tasks that would be difficult to accomplish using fixed route transit. Katrina has used Village Vans to visit the dentist, to pick up work clothing from the clothing bank at the Young Women's Christian Association, and to visit Washington State Department of Social and Health Services offices.

Village Vans is a collaboration among Intercity Transit, the Department of Social and Health Services, Employment Security, three low-income housing developments, and the WorkSource center. It provides on-call transportation for welfare recipients and other low-income Thurston County residents to help them return to the work force. Residents qualify for the service if they are enrolled in, or have been eligible for Temporary Assistance to Needy Families (TANF) and if they lack access to regular transportation options.

Funding from the Agency Council on Coordinated Transportation (ACCT) supports the local transportation coordination group, the Human Services Transportation Coalition. The issue of the low-income population's transportation difficulties first surfaced in this group. The ACCT-funded coalition created a forum to identify community resources, needs, and gaps in transportation services. This led to the development of projects, including Village Vans, that were competitive for grant funding. As a result, the Coalition successfully competed for grant funding from the Washington State WorkFirst Transportation Initiative and Federal Transit Administration Job Access/Reverse Commute program. Intercity Transit operates the Village Vans program.

"Transportation was my biggest hurdle," says Katrina of life before the Village Vans.

Now she is enrolled in a medical training program she learned about several months ago from an ad in the newspaper. She takes pride in

excelling in her studies and surpassing what is required in each of her classes. Her prospects for permanent work are improving each day.

She rides the Village Vans home from training each afternoon before retrieving her children from daycare and school. To arrive at the training institute each morning, she rises at 4:30 a.m. and carpools with a classmate. Her next goal is to obtain her Washington State Driver's License.

"Without the Village Vans, I couldn't complete my training," says Katrina.

This is where the Village Vans program is making a difference.

Update: Since interviewing Katrina for this article, she successfully completed her training. She used Village Vans to deliver completed employment applications and to attend interviews. Recently, she started a new job.

Local coordination success story:

Creating Efficiency Through Coordination

Human Services Transportation Forum (HSTF) members are working hard to create more efficient transportation options for Thurston County residents. They have established a planning framework that includes populations, routes, modes of transportation and a comprehensive list of needs and gaps. They plan to combine these elements with scheduling and vehicles to provide even more efficient mobility for Thurston County residents.

Thurston County is already transportation-savvy with several transportation modes in place. Residents can access Thurston County through cab companies, Intercity Transit, and through vanpools and paratransit vehicles. Seniors and other special needs communities also offer transportation to their residents.

Despite this comprehensive set of offerings, there are still many underserved Thurston County residents and there is a lack of coordination between transportation providers. People who are unable to drive or own a car due to physical or mental disabilities, income status or age face life-altering challenges when trying to get from one place to another. The Thurston County Human Services Transportation Forum is working to change this. They hope to serve tribal populations, senior citizens, children, youth, low-income, and disabled communities.

The largest concentration of poverty exists in rural areas, which comprise at least sixty percent of the county. Much of the county's population growth is occurring in rural and suburban areas.

Lacey Mayor and Intercity Transit board member, Graeme Sackrison places a high value on what coordinated transportation can do for the community.

Karen Parkhurst, Associate Planner with the Thurston Regional Planning Council, and Mary Williams, Community Services Program Director with the Thurston County Health Department, facilitate coordinated transportation efforts in Thurston County. The Thurston Regional Planning Council became the lead agency for ACCT in 1999, in large part due to its many community partners, including cities, towns, local school districts and tribes. Coalition members meet quarterly.

"We're looking at one seat at a time; one trip at a time," says Karen Parkhurst.

The coalition will focus on the concentrated network of service providers in the downtown Olympia area, and assist clients in accessing the services. There is also a need to address connections with other counties including Lewis, Pierce and Grays Harbor. People are traveling to these counties for medical services, training, jobs, and consumer needs. Improved connections between Mason, Thurston and other counties via intercity transportation entities like Amtrak and Greyhound is also needed. There is no single transportation mode to meet all of these needs.

For now, coalition members are looking at the most pressing transportation needs of Thurston County residents. These include:

Hours

With the exception of seniors, the largest group of passengers is represented by the working poor - employed people who are in service jobs with hours that don't lend themselves to vanpools or traditional transit. The Thurston coalition has explored combining trip reduction programs with ACCT activities, with a focus on carpooling.

Rural transportation

The most affordable places to live are the least served by transportation providers. At the same time, people living in these settings may be most in need of medical services due to the trend of physicians moving out of rural areas.

Eligibility information

More services are available than many realize. Coalition members are working hard to combine service information with transportation options and make the information available not only to customers, but also to social service providers.

Seniors

Thurston County has a large senior population. Services are relatively easy to access and close to military bases where a number of seniors

previously lived while raising families. The cost of living, compared to other parts of the state, is reasonable. Coalition members are working to ensure a fee structure that can accommodate many seniors in the future.

Tribal Transportation

Transportation on the Nisqually and Chehalis Reservations with connections to Intercity Transit's routing for longer trips.

Thurston County coalition members have collaborated on a number of projects to address transportation gaps in Thurston County.

Thurston County Coalition members realize that there isn't one sweeping solution, but are striving for many small solutions along the way.

Thurston County's coalition planning, although by no means final, is making a difference by building communication and awareness. It is getting more people talking and bringing together more providers. The Village Vans program (a local van program for WorkFirst residents managed by Intercity Transit) provides an early milestone. Its success has encouraged Forum participants to believe that their efforts can affect positive change.

"Planning and coordination are exercises in patience – it takes awhile to adjust to new ways of doing things," says Karen.

Walla Walla County

Walla Walla County is a largely rural county located in southeast Washington State. It has a landmass of 1,271 square miles, making it the 26th in size of the 39 counties. It borders Oregon in the south and the Columbia river in the west. It has a very diverse topography, lending itself to a wide variety of land use.

Lead agencies for coordination

Valley Transit and Walla Walla Human Services serve as the lead agencies for activities to coordinate transportation services.

Population and employment

Walla Walla County is home to a population of more than 55,000, with a population density of 42 people per square mile. Seventy percent of county residents live in one of the four incorporated cities. Walla Walla is the largest, with a population of 28,940.

The Walla Walla Valley is the hub for medical, professional and business services for Southeastern Washington and Northeastern Oregon. Major employers include food processors, machinery

and irrigation manufacturers, schools and colleges, state and local governments (The Walla Walla State Penitentiary), and utilities. Agriculture continues to play a large economic role.

Social services

Dick Fondahn of Valley Transit, chair of the Walla Walla coalition, is finding ways to increase social service transportation options in the county.

More than 25 percent of county residents use DSHS services at an annual cost of more than $57 million. In almost all cases, these services do not include client transportation to access services.

According to DSHS, more than 11,000 Walla Walla County residents qualify for medical and health-related services for individuals and families with low incomes and resources. Medicaid is the largest program providing medical services to Washington State's poorest people. The Medicaid program covers transportation for those who have no other way to access medical services.

More than 7,000 Walla Walla County residents qualify for services provided by the Economic Services Administration including WorkFirst, Temporary Aid to Needy Families (TANF), food assistance and refugee grants.

Major providers of transportation for people with special transportation needs

Transit authority

Valley Transit serves the cities of Walla Walla and College Place, offering

- 9 fixed routes
- demand response paratransit service
- Weekday service between 6:15 a.m. and 5:50 p.m.

In 2001 Valley Transit provided 456,377 passenger trips on its fixed route service, and 29,363 demand response passenger trips. Operating expenses were $2,119,117.

School districts

Seven school districts spend a total of $1,507,064 on pupil transportation.

Non-profit community transportation providers

- People For People serves as the Medicaid transportation broker for the area
- Washington Migrant Council
- Disabled American Veterans
- RSVP volunteer driver program

For-profit community transportation providers

- ABC Taxi
- A-1 Taxi
- Black Tie Limousine
- GNAT Enterprises
- Greyhound Bus Lines

Local ACCT team and project focus

The coalition first focused on transportation needs:

- Transport low-income people to work, childcare, and education destinations
- Transport the elderly, disabled or people who cannot drive because of age or income to work, shopping, education and recreation opportunities

Innovative coordinated transportation approach

The transit system views its role in the community as providing mobility, not just running buses.

- Valley Transit is the lead agency on a JARC grant to provide after-hours transportation to employment or employment related activities for low-income and TANF eligible people. This makes public transportation available for these people for more than double the hours that it was available before receiving the JARC grant
- The coalition created a round-table discussion between transportation providers, riders and social service agency advocates to discuss transportation needs and solutions

Local priority project if additional funding is available

Provide basic, safety net level of public transportation on Saturday and Sunday in the urban area, and twice per week connecting service between Walla Walla and the smaller communities in the region.

Long-term transportation goal

Provide a financially stable system of basic transportation that transports people to employment, education, childcare and shopping destinations.

Local coordination success story:

Increasing Transportation Efficiency for Social Service Providers

Walla Walla has long been regional provider of services for federal, state, and local programs. This tradition of social service inspired local coalition members to improve transportation services for people with special transportation needs.

Walla Walla received funding from the Agency Council on Coordinated Transportation in 2001 and soon after, formed a coalition of transportation providers, consumer advocates, and social service and government agencies. Coalition members completed a public transportation needs assessment, identifying all available transportation and funding resources. Walla Walla County Human Services and Valley Transit, two coalition members, work closely together on these efforts.

With the Appointment Keeper Transportation Service (AKTS), the City of College Place volunteer fire department coordinates with community agencies to ensure that people in need have access to services.

Walla Walla County Human Services manages an array of services, scheduling transportation for its clients through Valley Transit. Service populations include veterans, senior citizens, people with developmental disabilities, the mentally ill, and at-risk teens

Valley Transit, another key coalition member, began its operations in 1981 and operates thirteen buses, nine bus routes and a dial-a-ride program serving a population of 44,000. Youth commuting to school comprise fifty percent of its weekly passenger loads, funded by local schools which purchase bus passes for students. Other passengers include people with developmental disabilities, senior citizens and adults aged 18-60.

All of the members of the Walla Walla coalition are now looking at ways to increase efficiency in order to serve more people who rely on transportation to maintain their independence, health, and quality of life.. Utilizing strengths and opportunities among members and sharing the workload has been key to the coalition's efforts.

One coalition member, a mental health counseling professional, wrote a grant to subsidize bus passes for low-income clients to access mental health counseling services.

Senior citizens and many veterans rely on assisted transportation from Valley Transit to access medical care and essential medical services at the local Veterans' Administration Hospital.

The City of College Place volunteer fire department provides rides in wheel-chair equipped vans. The van program, Appointment Keeper Transportation Service, provides general public transportation in Southeast Washington, Northeast Oregon, and non-emergent medical

transportation to Spokane, Seattle, and Portland. Previously, trips were provided by the City of Walla Walla Fire Department ambulance service at a much higher cost.

Recently, the Walla Walla coalition received Job Access and Reverse Commute (JARC) funding from the Federal Transit Administration. Early encouragement to coordinate from the Agency Council of Coordinated Transportation helped make them more competitive for this grant. The grant allowed them to implement a dial-a-ride van program through Valley Transit to serve residents for off-hour shift work, and to meet the transportation needs of a large elderly population residing in nearby nursing homes and senior housing facilities.

Following these early successes, members are exploring coordination efforts with nearby counties to increase access to Walla Walla, and are focusing on collective grant writing efforts. A current priority is to provide transportation to the Ben Franklin transfer center in Pasco, with links to the Amtrak multimodal center, Kennewick, and Richland counties,

"There is a sincere ongoing effort by transportation providers and social service agencies to meet the needs of this community and to do so efficiently with people, time, and funding," said Dick Fondahn, Valley Transit General Manager.

Walla Walla is living up to its social service legacy, and focusing on all three in its transportation coordination efforts.

Whitman County

Whitman County is located in southeastern Washington, bordered by Idaho on the east. Whitman County is a large county with an area of over 2,151 square miles, making it the 10th largest county in the state.

Lead agency for coordination

The Council on Aging and Human Services is the lead agency for coordination activities.

Population and employment

Whitman County has a population of 41,400 according to the U.S. Census 2000. The county has only two cities with populations over a thousand. Over half of the county's population (24,675) lives in Pullman, home to Washington State University (WSU). Colfax has a population of 2880. There are 16 other incorporated communities in the county, all with less than 850 in population. Most of the counties residents (84 percent) live in the incorporated areas. Outside of Pullman the population density is less than 6 persons per square mile.

Whitman County's economy is driven by capital-intensive agriculture and a large university. The public sector is by far the largest employer. Public employees constitute 62 percent of the non-farm labor force. The fastest growing sector of the economy is the services sector, with health services leading, followed by social services, hotels and lodging.

Median income is low, with Whitman ranking 35th of the 39 counties. The large student population in the county drags down the per capita income.

Social services

More than 13 percent of county residents use DSHS services at an annual cost of more than $25 million. In most cases these services do not include client transportation to access services.

According to DSHS, more than 4,000 Whitman County residents qualify for medical and health-related services for individuals and families with low incomes and resources. Medicaid is the largest program providing medical services to Washington State's poorest citizens. The Medicaid program covers transportation for people who cannot otherwise access medical care.

Almost 3,000 Adams County residents qualify for services provided by the Economic Services Administration including WorkFirst, Temporary Aid to Needy Families (TANF), food assistance and refugee grants.

Major providers of transportation for people with special transportation needs

Transit authority

Pullman transit provides service in the City of Pullman, offering:

- 6 fixed routes
- demand response paratransit services
- Weekday service between 6:50 a.m. and 11:15 p.m. during the school year and between 6:50 a.m. and 5:50 p.m. during the balance of the year.
- Saturday dial-a-ride service between 9:00 a.m. and 5:00 p.m.

In 2001, Pullman transit provided 1,024,768 passenger trips on its fixed routes and 14,718 demand response passenger trips. Operating expenses were $1,476,513.

School districts

Thirteen school districts spend a total of $2,155,893 on pupil transportation:

Non-profit community transportation providers

- The Council on Aging and Human Services Transportation program (COAST) is the Medicaid broker for the area and provides transportation for other purposes, as well.
- Palouse Industries
- Whitman County Counseling Services
- Wheatland Express
- Community Child Care Center
- Whitman County Head Start
- Fairfield Good Samaritan Center
- Women's Transit

For profit community transportation providers

- Wheatland Express
- Northwest Trailways
- Community Child Care Center
- A Good Taxi

Local ACCT team and project focus

Whitman County has a long history of transportation coordination and collaboration; therefore, the focus of the coordination coalition has been to fill gaps in services. Because of the very rural nature of Whitman County outside of Pullman, most of the needs are individual, which are best addressed through a brokerage approach.

COAST has a nine-county call center located in Colfax, which serves southern Spokane County, along with Whitman, Asotin, and Garfield counties in WA, and five counties in north central Idaho. COAST is uniquely situated to provide a single point of contact for residents who need help with transportation.

Innovative coordinated transportation approach

COAST has taken a leadership role in the state in advocating for, investigating, and supporting the manufacture of a bus that meets both public school and Federal Transit Administration standards. This will facilitate the coordination of transportation between school districts and other community providers. COAST will be the first in the state to purchase the dual use vehicle. Two of these vehicles are now being built and will be delivered in May 2003.

COAST has been instrumental in the development of a best practices manual for volunteer driver programs. In many areas of the state, volunteer driver programs are a major provider of special needs transportation. Coordination of such programs within a community, and a set of common standards allows for more efficient use of the scarce resource.

Local priority project if additional funding is available

Maintain the already high level of coordination in an environment of increased statewide competition for declining transportation funding.

Long-term transportation goals

The coalition seeks to:

- Maintain service levels and flexibility despite increased costs, complexity, and statewide competition for funding.
- Expand coordination with school districts and community providers.

Local coordination story

Coordinated Use of Community Van Creates Travel Options

A loan-out van program in Palouse is creating more transportation options for local citizens to access employment, education and health care service destinations. The program is already making a significant difference for people who are unable to drive or own a car due to physical or mental disabilities, income status or age.

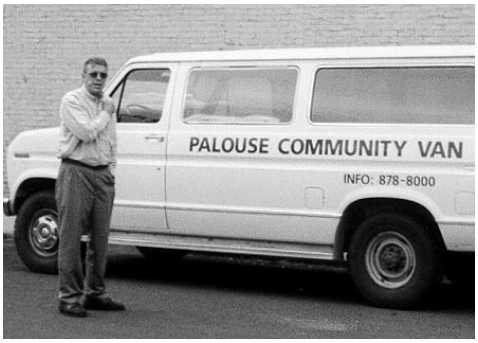
Funding from the Agency Council on Coordinated Transportation (ACCT) allowed local transportation providers, consumer advocates, social service and government agencies to form a coalition, which determined that a loaner-van program could serve many residents. The Council on Aging & Human Services serves as lead agency for the Whitman ACCT coalition and provides leadership for the loan-out van program, affectionately known by residents as "The Palouse Van."

The Palouse Van is supported with public and private funds. It is equipped with a wheelchair lift to comply with the Americans with Disabilities Act. Parents and senior citizen groups use the van on a regular basis. Coalition members hope that the local school district will be able to use the van in the future to provide additional team and field trip options for students.

The van is used for a variety of purposes and is saving residents money while offering more transportation options. Many residents have come to rely on it to travel west of the mountains for essential medical care.

The father of a teenager with spinal-bifida, a spine-altering condition, used the van to travel to Seattle for a medical check-up. Had they flown or traveled by bus, the same trip could have taken longer, been less convenient for the family, and rendered them without a vehicle for travel in the Seattle area.

The van is available through scheduling on a first-come, first-served basis. Any citizen may use it and it is not limited to any specific group; however it must be operated by one of the 30 trained drivers. Private citizens who use the van cover their own gas costs. Driver training is provided by a local transportation coalition member, which also provides regular maintenance.



ACCT Lead Karl Johanson prepares to deliver The Palouse Van to it's next borrower.

Whitman ACCT contact lead Karl Johanson and his fellow coalition members are collaborating with local organizations to increase van usage.

"Our residents must travel on average up to 17 miles for any essential services relating to medical care, employment or education," says Karl. "We know that this van offers the potential to help even more people without spending additional dollars."

The Palouse Van is just one example of a community working together with stakeholders to produce an efficient transportation solution for residents.

"This van is truly making a difference for the people who are using it," said Karl.

Local coordination story

Coordination Benefits Youngest Passengers

Pullman's non-profit Community Child Care Center's mission is simple but significant: "To help children learn how to be contributing members of a group and active problem solvers."

The Center provides Head Start, daycare, after-school and summer programming. About 60 percent of the children are from households that are either near or below the federal poverty level. The Center also directs the Early Childhood Education and Assistance Program, a comprehensive pre-school program for predominantly low-income families with children aged three to four years. This program is state-funded and is free of charge to eligible families. About 100 other children receive childcare at the Center.

Transportation was one of the first issues that Executive Director Mary Tatham addressed when she joined the Center. The Center had one small school bus to transport Head Start children and was leasing a 14-seat passenger van from the Council on Aging & Human Services' transportation program, COAST. Yet neither of these were enough to meet demand. According to Mary, kids were missing out on the opportunity to learn, all because of a lack of transportation.

"We had to do something—for our kids and for their parents to meet the educational needs of our community," she remembers.

The Center had historically sought to make transportation as seamless a process as possible by collaborating with another local agency. Now, with a range of agencies involved in the local Agency Council on Coordinated Transportation (ACCT) coalition, Mary had even more transportation options to consider for her students.

She began talking with coalition lead Karl Johanson and other coalition members about improving and meeting transportation needs for all of her students. It became clear that the addition of one well-coordinated, dependable and additional vehicle could fill a large need.

Transporting young children requires specialized equipment and expertise.

Coalition members identified funding sources to refit and renovate an unused and available bus. They used Federal Transit Administration (FTA) funds from the Job Access and Reverse Commute program and funding from the state Rural Mobility program. Local coordination fostered by ACCT helped fuel the coalition's success at obtaining grant money. This vehicle will serve the Center's needs until a new, wheelchair-accessible hybrid bus can be added to the fleet to meet Americans with Disabilities Act requirements. The Center also added a permanent van supervisor to the staff with support funding provided through the local coalition.

"The efforts of our local ACCT coalition members have created so many more access transportation options for students," said Mary.

The true winners in this collaboration are the parents and children who rely on the transportation on a daily basis. The buses serve about 150 kids and five childcare sites outside of Whitman County.

Now Mary and coalition members are working together to further improve transportation for Whitman and Asotin counties by partnering with school districts.

"Working together solved one transportation problem," says Mary. "We're confident by looking at other ways to reduce costs, enhance service and eliminate duplication in our overall efforts, that we can save money and deliver even more transportation service for the parents and children of our community who rely on them so much."

Now that children can get to the Center, Mary and her teachers can focus on teaching all of their students.

Increasing Specialized Transportation Options Through Collaboration

The Council on Aging & Human Services, doing business as COAST, is a non-profit organization that provides services to medically-fragile, disabled, elderly, and low-income residents of rural Whitman, Asotin, and Garfield Counties in Washington State. COAST, funded by the Agency Council on Coordinated Transportation (ACCT), serves as the lead agency for transportation coalition building in Whitman and Asotin counties. COAST provides nutrition programs, care management, home care services, and comprehensive transportation services.

COAST's specialized transportation program brokers coordinate with transportation providers to offer accessible transportation to residents who are unable to transport themselves to medical offices, hospitals and other key destinations. The specialized transportation service is literally saving lives.

Karl Johanson leads transportation efforts on behalf of the Council on Aging & Human Services. Diane Yettick recruits and trains volunteer drivers. Gail Griggs manages incoming transportation and mobility requests. Together they form a tight-knit team that is working with other members of its local ACCT coalition to meet residents' needs for special transportation. Coalition members include transportation providers, consumer advocates, social service agencies and government offices.

"Transportation is a right," says Karl, "And we want to ensure that the passenger's perspectives and needs are taken into consideration while we work together to enhance lives and build stronger rural communities."

They are accomplishing this with a committed group of public, private, and non-profit coalition members. Many cities and towns were originally established at the distance that a farm wagon could travel in one day. The travel time is much shorter today by car, but it is still difficult to navigate for many people who don't have access to a car or conventional public transportation. The coalition is focusing on making existing transportation even more efficient through coordination. Its end goal is always present: to save money and deliver more coordinated transportation service by reducing costs, enhancing service and eliminating route and scheduling duplication.

Whitman County is one of the state's counties with the most coordinated transportation experience. It began coordination efforts in 1983 with nearby Washington State University, the Pullman School District, and local agencies that included county mental health, alcohol, aging, disabilities, and a local state-funded child care

program. In many ways this group was the precursor to the Whitman and Asotin ACCT coalition. Throughout the years, the original vision changed to better meet the needs of its residents.

COAST operates as the central point for transportation coordination in Whitman and Asotin counties. By doing so, it can ensure transportation services that range from regular weekly and bi-weekly routes linking small communities with service centers, to demand response and volunteer escort services.

As the lead agency for coordination, COAST secures transportation funding, takes calls, schedules and assigns trips with subcontractors, provides rides and reimburses providers. People are not turned away because COAST artfully matches dollars to people in order to pay for a trip. This would not be possible without a coordinated system.

"Our goal was, and still is, to make the social service entry points as seamless as possible," Karl reflects.

Local coalition members have focused on building a transportation model that is as efficient as possible, and at the same time, serves the most people in the shortest period of time. To enhance efficiency and service, they focus on coordinating social service demand with transportation options.

As transportation coalition lead, COAST consolidates funding from several social service programs and from federal, state and local grants. When a person requests a ride through COAST, the staff matches the ride to the most appropriate funding source. Technology enables COAST to group rides on the same vehicle, regardless of funding source, and provide the funding source with the assurance that it will be billed only for the rides for which it is responsible. Community agreement allows this centralized approach to transportation to exist.

Last year, COAST added a transportation coordination software system to screen and track information on passengers, volunteer drivers, vehicles and destinations. The program offers the ability to record medical conditions, trip purposes, and passenger addresses. From there, COAST collaborates with local coalition members to build routes based on people's requests—by proximity to one another, by transportation provider, and by destination overlap.

"We pride ourselves on meeting the transportation needs of the community," says Karl on behalf of COAST.

COAST has key building blocks in place thanks to the collaborative efforts of its fellow ACCT coalition members. And residents who rely on specialized transportation services are grateful.

That is the beauty of transportation coordination in action.

Yakima County

Yakima County is located in South Central Washington, east of the Cascade Mountains and at the convergence of the Naches and Yakima Rivers. Yakima County covers 4,296 square miles, the second largest land area of all counties in Washington State, and is home to the Yakama Indian Nation.

Lead agency for coordination

People for People, a non-profit agency headquartered in Yakima, serves as the lead agency for activities to coordinate transportation services.

Population and employment

Yakima County is home to a population of more than 225,000, with a population density of 49 people per square mile. Fifty-eight percent of the population lives in one of the 14 incorporated areas of the county, while 42 percent is dispersed throughout the unincorporated area. The City of Yakima, the largest metropolitan area in Yakima County, has more than 73,000 residents, 32 percent of the county's population. Residents living outside of Yakima Transit's service area may need to travel up to 30 miles or more to access medical services or employment opportunities.

The Yakima Valley is known for its production of forest products and manufacture of aircraft parts and supplies and machinery used in food product packaging. Yakima's main industry is agriculture. Fruit, hops, mint, vegetables, livestock, dairy products, and wine are produced and processed in the Yakima Valley. The extended growing season and rich soil provide the perfect conditions to produce wine grapes. The wine industry in the Yakima Valley has boomed in recent years and has gained international recognition.

Social services

More than 42 percent of county residents use DSHS services at an annual cost of more than $324 million. In almost all cases, these services do not include client transportation to access services.

According to DSHS, more than 79,000 Yakima County residents qualify for medical and health-related services for individuals and families with low incomes and resources. Medicaid is the largest program providing medical services to Washington State's poorest people. The Medicaid program covers transportation for those who have no other way to access medical services.

More than 50,000 Yakima County residents qualify for services provided by the Economic Services Administration including

WorkFirst, Temporary Aid to Needy Families (TANF), food assistance and refugee grants.

Major providers of transportation for people with special transportation needs

Chris Fox of People for People responds to media questions, "Coordination is challenging in Eastern Washington because of the large rural geographical area we serve- we continually seek ways to fill the gaps."

Transit authority

Yakima Transit serves the City of Yakima, offering

- 9 fixed routes
- demand response paratransit services
- Weekday service between 6:15 a.m. and 6:45 p.m.
- Saturday service between 8:45 a.m. and 6:30 p.m.

In 2001, Yakima Transit provided 1,067,082 passenger trips on its fixed route system, and 72,316 demand response trips. Operating expenses were $4,269,693.

School districts

Fifteen school districts spend a total of $6,532,698 on pupil transportation.

Non-profit community transportation providers

People For People is the Medicaid transportation broker for the county, and provides other transportation as well.

For-profit community transportation providers

- Medstar Cabulance
- Access Paratransit
- Aces Taxi
- Black and White Cab Company
- Cascade Cab

The Yakima coalition hosted a community leadership forum on transportation coordination. Here Bettie Ingham, Director of the Children's Village, explains how coordination would help the children and families she serves.

Local ACCT team project focus

Coordinate among transportation and human services providers to ensure transportation for:

- low-income residents to job related activities
- elderly and disabled residents to medical services and necessary shopping destinations
- elderly residents to nutrition sites
- Medicaid clients to medical appointments

Innovative coordinated transportation approach

People for People Transportation (PFP) loaned a van and partnered with Goodwill Industries to provide transportation to and from

Goodwill Industries Sheltered Workshops. Goodwill Industries employees utilize the van for transportation to and from work at a much lower cost than was available before the partnership. In turn, PFP utilizes extra seats on the Goodwill van to transport low income or Temporary Aid to Needy Families recipients participating in the Job Access Reverse Commute program on an as-needed basis.

A few Coalition Members, Left to Right: Karen Allen, Customer Service Coordinator, Yakima Transit; Angela Barbre, Regional Mobility Coordinator (Coalition Coordinator), People For People; Marcy Durbin, Central Region Transportation Manager, People For People; Eliticia Sanchez, Program Specialist, Aging and Long Term Care.

Local priority project if additional funding is available

Develop transportation options in Yakima County, which would include a countywide, coordinated brokerage system.

Long-term transportation goal

Develop a county-wide transportation brokerage system that use public funding streams to serve all people with special transportation needs.

Local coordination success story:

Coordination Allows Community to Offer Safe Travel Option for Single Mom

Melissa, a student at Yakima Valley Community College and mother of two, recently started scheduling rides to and from school through a local, non-profit transportation provider. This safe transportation option means Melissa no longer has to hitchhike to school.

Thanks to community transportation coordination, Melissa no longer has to hitchhike to school.

A partnership among People For People, the Department of Social and Health Services, Work Source, the community college, and other local agencies enables the community to identify people who need help with transportation in order to seek, obtain, and retain employment. Once people are identified, People For People, a community service provider that is largely funded by state grants, is able to help solve transportation problems.

Melissa had been hitchhiking for about two weeks, and though it worked pretty well, is happy to now have a reliable ride. She is eligible for services because of her low income. She rides five days a week and the service takes her door-to-door. She also uses People for People's services to take her children to doctor's appointments.

"Hitchhiking isn't very reliable and you never know who is going to pick you up – it's kind of scary," she said.

The service is part of People for People's Job Access and Reverse Commute grant that allows them to transport low-income people to work, job-related activities and childcare. The $111,989 grant is from the WorkFirst Transportation Initiative.

The initiative was a collaborative effort by the Agency Council on Coordinated Transportation (ACCT), the Washington State Department of Transportation, the Department of Social and Health Services, Employment Security, and the Office of Trade and Economic Development. Local coordination fostered by ACCT helped fuel the coalition's success at obtaining money for the service.

Melissa needs the service because she doesn't have a driver's license. She likes the service because it is on time and the drivers are friendly.

"I was trying to carpool but wasn't having any luck. If it wasn't for People for People, I'd still be hitchhiking," she said.

Melissa is in her first quarter at Yakima Valley Community College and hopes to graduate with an Associate's Degree in General Studies then transfer to a four-year college.

Appendix C

Chapter 47.06B RCW
COORDINATING SPECIAL NEEDS TRANSPORTATION

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 385).**
47.06B.040	**Local planning forums.**
47.06B.900	**Council--Termination.**
47.06B.901	**Repealer.**

RCW 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.]

RCW 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.]

RCW 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 state-wide 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.]

RCW 47.06B.020 Agency council on coordinated transportation -- Creation, membership, staff.
(Effective until June 30, 2004.)

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:

1. One representative from the Office of the Governor;
2. Two persons who are consumers of special needs transportation services;
3. One representative from the Washington Association of Pupil transportation;
4. One representative from the Washington State Transit Association; and
5. 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:
    1. 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
    2. 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.]

RCW 47.06B.030 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 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;

21. Report to the legislature by December 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.]

RCW 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.]

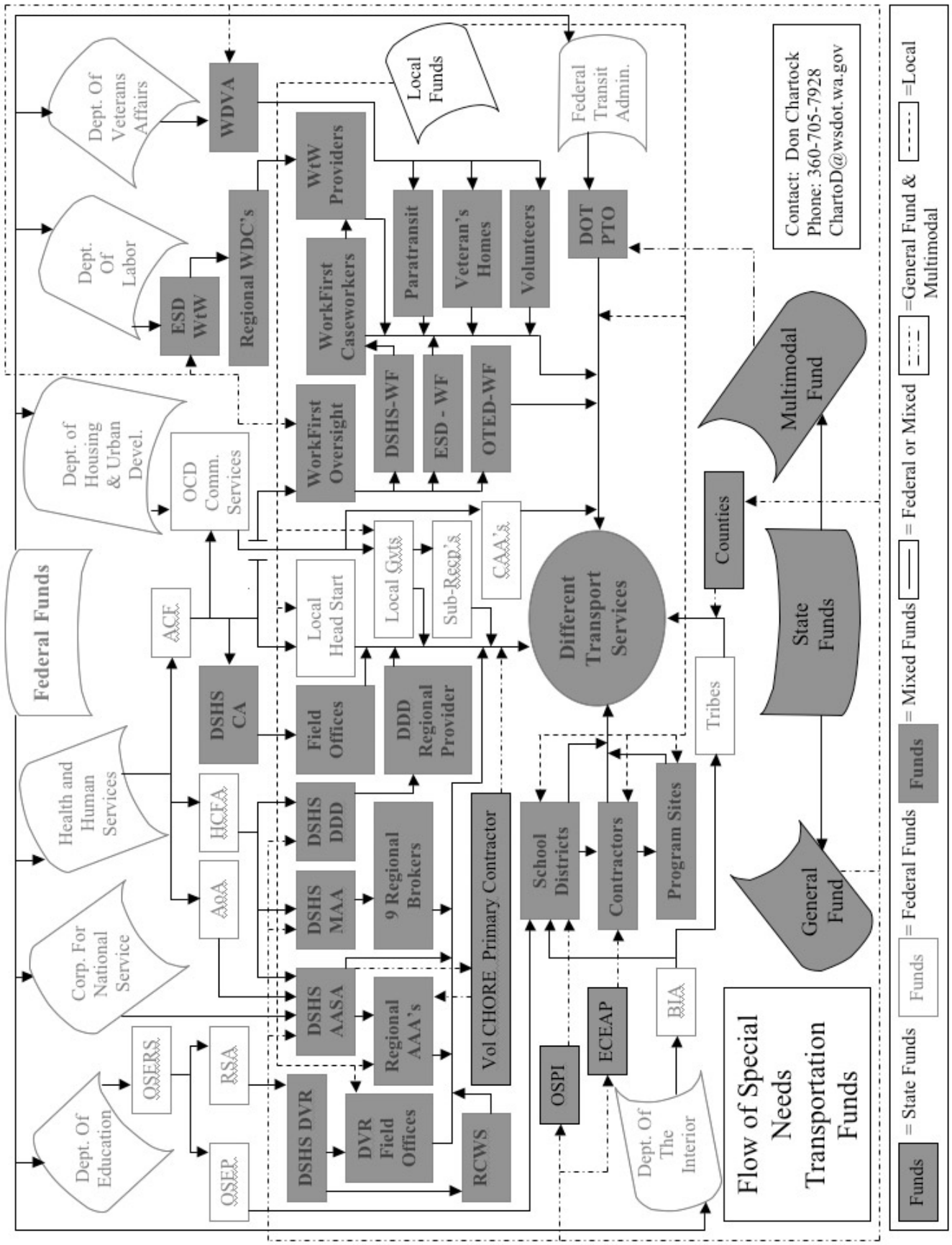
RCW 47.06B.900 Council--Termination.
The agency council on coordinated transportation is terminated on June 30, 2007, as provided in RCW 47.06B.901.

[1999 c 385 § 7; 1998 c 173 § 6.]

RCW 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.

Appendix D


Dept. Of Veterans Affairs
WDVA
Local Funds
Federal Transit Admin.
Contact: Don Chartock
Phone: 360-705-7928
ChartoD@wsdot.wa.gov
Dept. Of Labor
ESD WtW
Regional WDC's
WtW Providers
WorkFirst Caseworkers
Paratransit
Veteran's Homes
Volunteers
DOT PTO
Dept. of Housing & Urban Devel.
OCD Comm. Services
WorkFirst Oversight
DSHS-WF
ESD - WF
OTED-WF
Multimodal Fund
Federal Funds
ACF
Local Head Start
Local Gmts
Sub-Recp's
CAA's
Different Transport Services
Counties
State Funds
Health and Human Services
DSHS CA
Field Offices
DDD Regional Provider
Tribes
HCFA
DSHS DDD
AoA
DSHS MAA
9 Regional Brokers
School Districts
Contractors
Program Sites
General Fund
Corp. For National Service
DSHS AASA
Regional AAA's
Vol CHORE Primary Contractor
OSERS
RSA
OSPI
ECEAP
BIA
Dept. Of Education
DSHS DVR
DVR Field Offices
RCWS
OSEP
Dept. Of The Interior
Flow of Special Needs Transportation Funds
Funds = State Funds
Funds = Federal Funds
= Mixed Funds
= Federal or Mixed
=General Fund & Multimodal
=Local

Flow Chart Glossary

AAA - Area Agency on Aging. There are 13 of these regional AASA offices statewide.

AASA - Aging and Adult Services Administration, a state division in Department of Social and Health Services.

ACF - Administration for Children and Families, a federal agency in the Department of Health and Human Services.

AoA - Administration on Aging, a federal agency in the Department of Health and Human Services.

BIA - Bureau of Indian Affairs, a federal agency within the Department of the Interior.

CA - Children's Administration, a state division within the Department of Social and Health Services.

CAA - Community Action Agencies. There are 31 of these

DDD - Division of Developmental Disabilities, a state division within the Department of Social and Health Services

DOT - Department of Transportation, a state agency.

DSHS - Department of Social and Health Services, a state agency.

DVR - Division of Vocational Rehabilitation, a state division within the Department of Social and Health Services.

ECEAP - Early Childhood Education and Assistance Program.

ESD - Employment Security, a state agency.

HCFA - Health Care Financing Administration, a federal agency within the Department of Health and Human Services

MAA - Medical Assistance Administration, a state division within the Department of Social and Health Services

OCD - Office of Community Development (part of the Department of Community Trade and Economic Development), a state agency.

OSEP - Office of Special Education Programs, a federal program within OSERS and the Department of Education.

OSERS - Office of Special Education and Rehabilitative Services - A federal program within the Department of Education

OSPI - Office of the Superintendent of Public Instruction, a state agency.

OTED - Office of Trade and Economic Development (part of the Department of Community Trade and Economic Development), a state agency.

PTO - Public Transportation Office, a state division of the Department of Transportation

RCWS - Rehabilitation Council of Washington State, a state advisory council to the Division of Vocational Rehabilitation.

RSA - Rehabilitation Services Administration, a federal agency within OSERS and the Department of Education.

Sub 2 - The financial oversight committee which is made up of representatives of all of the WorkFirst partner agencies.

WDC - WorkForce Development Councils, a regional office in the Employment Security Department.

WDVA - Washington Department of Veterans Affairs, a state agency.

WtW - Welfare to Work, a federal program originating in the Department of Labor

Appendix E

SCORE CARD

COORDINATED SPECIAL NEEDS TRANSPORTATION

In January 2003, 29 individuals - including 7 ACCT Council Members, 4 PACT Forum members, 10 local coalition members, and 8 other interested parties – rated the effectiveness of the various organizations working on coordinated special needs transportation.

The table below reflects the overall average rating for the performance of ACCT. The tables on the following pages provide the overall average rating by question and respondents position.

Overall Average Rating

Respondents evaluated the performance of ACCT in meeting the provisions of the ACCT statute based on the following criteria:

SCORE	GRADE	CRITERIA
1 – 2	Poor	Performance below average; expectations were not met
3 - 4	Average	Performance was average; expectations were met
5 – 6	Good	Performance exceeded expectations

ACCT PERFORMANCE	SCORE	GRADE
ACCT Council Members	3.5	Average
PACT Forum Members	3.75	Average
Local Coalition Members	4.25	Average
Interested Stakeholders/Others	4.5	Average
ALL RESPONDENTS	4.0	Average

Overall Average Rating

by Question and Position

Participants responded to a series of questions in regards to the following:

I. The performance of ACCT in meeting the provisions of the ACCT statute
II. The effectiveness of the ACCT Council
III. The effectiveness of the local coordination coalitions
IV. The effectiveness of the PACT Forum

Respondents rated questions in Section I using the 1-6 rating (poor-good). Questions in Sections II – IV were “Yes/No” options.

I. ACCT Work Plan Performance	SCORE	GRADE
1. Develop guidelines for local planning of coordinated transportation		
ACCT Council Members	4.0	Average
PACT Forum Members	3.5	Average
Local Coalition Members	4.5	Average
Interested Stakeholder/Others	5.25	Good
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		
ACCT Council Members	4.0	Average
PACT Forum Members	4.5	Average
Local Coalition Members	4.5	Average
Interested Stakeholder/Others	4.75	Average
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		
ACCT Council Members	4.0	Average
PACT Forum Members	5.0	Good
Local Coalition Members	5.0	Good
Interested Stakeholder/Others	4.75	Average
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		
ACCT Council Members	3.25	Average
PACT Forum Members	4.25	Average
Local Coalition Members	4.0	Average
Interested Stakeholder/Others	4.0	Average
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		
ACCT Council Members	3.5	Average
PACT Forum Members	4.0	Average
Local Coalition Members	3.5	Average
Interested Stakeholder/Others	3.75	Average
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		
ACCT Council Members	3.75	Average
PACT Forum Members	4.0	Average
Local Coalition Members	4.5	Average
Interested Stakeholder/Others	4.0	Average

7. Develop and test models for determining the impacts of facility siting and program policy decisions on transportation costs		
ACCT Council Members	3.0	Average
PACT Forum Members	2.75	Poor
Local Coalition Members	2.5	Poor
Interested Stakeholder/Others	4.0	Average
8. Develop methodologies and provide support to local and state agencies in identifying transportation costs		
ACCT Council Members	3.25	Average
PACT Forum Members	2.75	Poor
Local Coalition Members	4.0	Average
Interested Stakeholder/Others	3.75	Average
9. Develop guidelines for setting performance measures and evaluating performance		
ACCT Council Members	2.75	Poor
PACT Forum Members	3.0	Average
Local Coalition Members	4.0	Average
Interested Stakeholder/Others	3.0	Average
10. Develop monitoring reporting criteria and processes to assess state and local level of participation with this chapter		
ACCT Council Members	3.25	Average
PACT Forum Members	4.25	Average
Local Coalition Members	4.0	Average
Interested Stakeholder/Others	4.0	Average
11. Administer and manage grant funds to develop, test, and facilitate the implementation of coordinated systems		
ACCT Council Members	4.5	Average
PACT Forum Members	4.25	Average
Local Coalition Members	4.75	Average
Interested Stakeholder/Others	5.0	Good
12. Develop minimum standards for safety, driver training, and vehicles, and provide models for processes and technology to support coordinated service delivery systems		
ACCT Council Members	3.75	Average
PACT Forum Members	3.5	Average
Local Coalition Members	3.75	Average
Interested Stakeholder/Others	3.75	Average
13. Provide a clearinghouse for sharing information about transportation coordination best practices and experiences		
ACCT Council Members	3.75	Average
PACT Forum Members	4.0	Average
Local Coalition Members	4.75	Average
Interested Stakeholder/Others	4.75	Average

14. Promote research and development of methods and tools to improve the performance of transportation coordination in the state		
ACCT Council Members	3.0	Average
PACT Forum Members	3.0	Average
Local Coalition Members	4.5	Average
Interested Stakeholder/Others	5.25	Good
15. Provide technical assistance and support to communities		
ACCT Council Members	4.5	Average
PACT Forum Members	4.25	Average
Local Coalition Members	5.0	Good
Interested Stakeholder/Others	5.25	Good
16. Facilitate, monitor, provide funding as available, and give technical support to local planning processes		
ACCT Council Members	4.25	Average
PACT Forum Members	3.5	Average
Local Coalition Members	5.0	Good
Interested Stakeholder/Others	5.25	Good
17. Form, convene, and give staff support to stakeholder work groups as needed to continue work on removing barriers to coordinated transportation		
ACCT Council Members	4.0	Average
PACT Forum Members	3.25	Average
Local Coalition Members	4.75	Average
Interested Stakeholder/Others	5.0	Good
18. Advocate for the coordination of transportation for people with special transportation needs at the federal, state, and local levels		
ACCT Council Members	4.0	Average
PACT Forum Members	4.75	Average
Local Coalition Members	5.25	Good
Interested Stakeholder/Others	5.5	Good
19. Recommend to the legislature changes in laws to assist coordination of transportation services		
ACCT Council Members	3.0	Average
PACT Forum Members	5.0	Good
Local Coalition Members	4.75	Average
Interested Stakeholder/Others	4.75	Average
20. Petition the office of financial management to make whatever changes are deemed necessary to identify transportation costs in all executive agency budgets		
ACCT Council Members	2.5	Poor
PACT Forum Members	2.5	Poor
Local Coalition Members	3.25	Average
Interested Stakeholder/Others	4.0	Average

21. Report to the legislature by December 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		
ACCT Council Members	3.75	Average
PACT Forum Members	4.0	Average
Local Coalition Members	4.75	Average
Interested Stakeholder/Others	5.75	Good
22. Overall Rating of ACCT		
ACCT Council Members	3.5	Average
PACT Forum Members	3.5	Average
Local Coalition Members	4.5	Average
Interested Stakeholder/Others	4.5	Average

II. ACCT Council	% YES	% NO
1. Is the role of the ACCT council clearly defined and understood?		
ACCT Council Members	42%	58%
PACT Forum Members	100%	0%
Local Coalition Members	50%	50%
Interested Stakeholder/Others	66%	34%
2. Is the makeup of the ACCT council the optimum for tasks required of it?		
ACCT Council Members	50%	50%
PACT Forum Members	100%	0%
Local Coalition Members	57%	43%
Interested Stakeholder/Others	34%	66%
3. Does the Council have the appropriate level of decision-making and control over policies, the work plan, and the budget?		
ACCT Council Members	42%	58%
PACT Forum Members	66%	34%
Local Coalition Members	43%	57%
Interested Stakeholder/Others	34%	66%
4. Do Council members believe in the goals of ACCT?		
ACCT Council Members	85%	15%
PACT Forum Members	100%	0%

Local Coalition Members	60%	40%
Interested Stakeholder/Others	60%	40%

5. Are ACCT council meetings productive?

ACCT Council Members	62%	38%
PACT Forum Members	66%	34%
Local Coalition Members	75%	25%
Interested Stakeholder/Others	60%	40%

6. Are Council members adequately prepared to participate at meetings?

ACCT Council Members	50%	50%
PACT Forum Members	66%	34%
Local Coalition Members	53%	47%
Interested Stakeholder/Others	80%	20%

7. Does the Council receive adequate support from ACCT staff?

ACCT Council Members	100%	0%
PACT Forum Members	34%	66%
Local Coalition Members	83%	17%
Interested Stakeholder/Others	80%	20%

III. Local Coordination Coalitions	**% YES**	**% NO**

1. Is the role of coalition clearly understood within the community?

ACCT Council Members	66%	34%
PACT Forum Members	0%	100%
Local Coalition Members	55%	45%
Interested Stakeholder/Others	25%	75%

2. Are roles and responsibilities of the participants defined and understood?

ACCT Council Members	34%	66%
PACT Forum Members	0%	100%
Local Coalition Members	88%	12%
Interested Stakeholder/Others	66%	34%

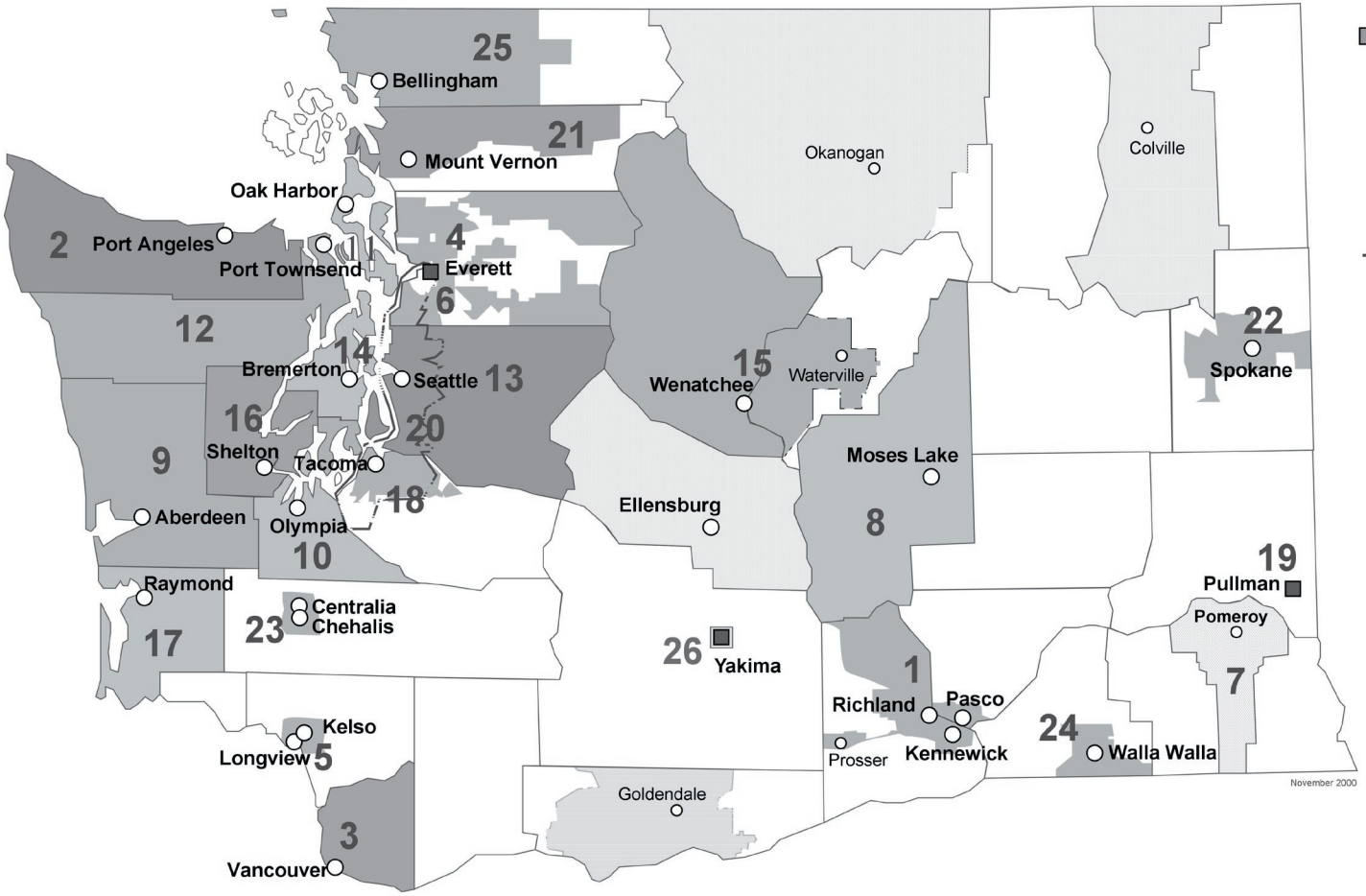
3. Is the membership in the coalition optimum for the tasks required of it?

ACCT Council Members	34%	66%
PACT Forum Members	100%	0%
Local Coalition Members	66%	34%
Interested Stakeholder/Others	50%	50%

4. Does the coalition have the support of key community leaders and decision makers?		
ACCT Council Members	50%	50%
PACT Forum Members	0%	100%
Local Coalition Members	70%	30%
Interested Stakeholder/Others	50%	50%
5. Do coalition members believe in the goals of ACCT?		
ACCT Council Members	100%	0%
PACT Forum Members	100%	0%
Local Coalition Members	80%	20%
Interested Stakeholder/Others	66%	34%
6. Are coalition meetings productive?		
ACCT Council Members	34%	66%
PACT Forum Members	100%	0%
Local Coalition Members	80%	20%
Interested Stakeholder/Others	66%	34%
7. Do coalition members participate in the activities of the coalition on a broad basis?		
ACCT Council Members	66%	34%
PACT Forum Members	100%	0%
Local Coalition Members	77%	23%
Interested Stakeholder/Others	34%	66%
8. Is the coalition making adequate progress in coordinating transportation at the local level?	69%	31%
a. Maintaining an ongoing coalition to develop a coordinated community system	91%	9%
b. Identifying community resources and needs	91%	9%
c. Developing a community plan for coordinated transportation	63%	37%
d. Implementing a community coordinated transportation plan	27%	73%
e. Developing performance measures	72%	28%
9. Does the coalition receive adequate support from ACCT staff?		
ACCT Council Members	66%	34%
PACT Forum Members	0%	100%
Local Coalition Members	100%	0%
Interested Stakeholder/Others	50%	50%
10. Does the coalition receive adequate support from state agencies?		
ACCT Council Members	34%	66%

Washington State Public Transportation

Transit Authorities



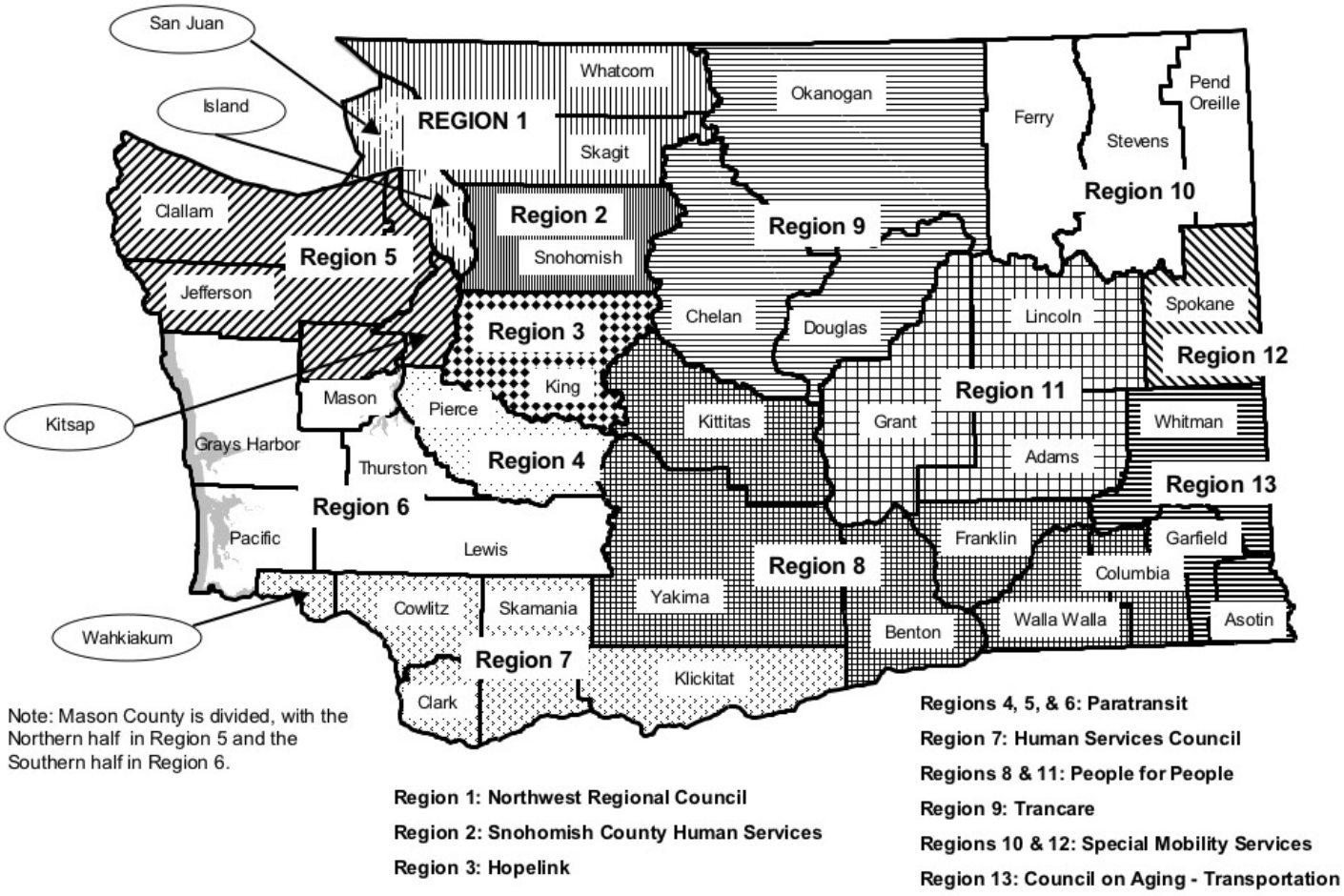
Legend

Transit Systems

- Regional Systems
- City Systems
- Unincorporated County Transportation Benefit Area
- PTBAs that have been formed but are inactive.
- PTBAs that have been formed ar are in the planning process.
- Central Puget Sound Regional Transit Authority boundary

1 Ben Franklin Transit (Benton-Franklin Counties)
2 Clallam Transit
3 C-TRAN (Clark County)
4 Community Transit (Snohomish County)
5 Cowlitz Transit Authority (Longview/Kelso)
6 Everett Transit
7 Garfield County Transportation
8 Grant Transit Authority
9 Grays Harbor Transportation Authority
10 Intercity Transit (Thurston County)
11 Island Transit
12 Jefferson Transit Authority
13 King County Metro
14 Kitsap Transit
15 Link (Chelan-Douglas Counties)
16 Mason County Transportation Authority
17 Pacific Transit System
18 Pierce Transit
19 Pullman Transit
20 Central Puget Sound RTA
21 Skagit Transit Authority
22 Spokane Transit Authority
23 Twin Transit (Lewis County)
24 Valley Transit (Walla Walla County)
25 Whatcom Transportation Authority
26 Yakima Transit

Medical Assistance Administration Transportation Brokers



Medicaid Transportation Regions

(Map on Reverse)

Region 1 Island, San Juan, Skagit and Whatcom Counties
(Northwest Regional Council)

Region 2 Snohomish County
(Snohomish County - Human Resources)

Region 3 King County
(Hopelink)

Region 4 Pierce County
(Paratransit Services)

Region 5 Clallam, Jefferson and Kitsap Counties, and northern half of Mason County
(Paratransit Services)

Region 6 Grays Harbor, Pacific, Thurston and Lewis Counties,
and southern half of Thurston County
(Paratransit Services)

Region 7 Wahkiakum, Cowlitz, Clark, Skamania and Klickitat Counties
(Human Services Council)