

Chapter 10. Next Steps

Chapter 9 presents a series of recommendations to promote coordination of special needs transportation programs in Washington State. In some cases, a range of options is suggested for implementing recommendations; it is important to note that there is not a single best way to move forward. It will be up to Washington State special transportation needs stakeholders, especially members of ACCT, local coordination councils, Community Transit Association of America Northwest (CTAA NW), WSDOT, DSHS, OSPI, and others to weigh in on **how** best to advance these efforts.

It is also important to recognize that establishing local priorities will differ around the state. As such, key players tasked with implementation may also differ—many regions with effective non-profit agencies are already playing a role in service delivery and in promoting coordination while in other regions, service providers such as transit agencies may be best equipped to expand their role and take on new responsibilities.

Figure 10-1 provides an overview of the recommendations, and suggests a lead entity and a timeframe to implement them. Should these recommendations be endorsed by members of the legislature and/or other stakeholders authorized to implement them, the next step would be to develop a comprehensive implementation plan that is phased in incrementally, allows for flexibility and adaptability to best meeting local circumstances, and designates a champion (or champions) responsible to carry out the recommendations at both the state and local levels.

A proposed timeframe is also suggested to guide implementation efforts. An immediate objective would be for legislative action to establish the recommended bi-level structure, including clarification of ACCT's role, and concurrence to designate Community Access Managers (CAMs). At the same time, state agencies could be directed to purchase transportation through the CAMs, and contribute to ACCT. Subsequent tasks and activities would build upon that initial step. It is suggested that such legislative action occur prior to or to coincide with ACCT's reauthorization. Those activities associated with a "short-term" timeframe, then, are assumed to be initiated in the 2009-2010 timeframe.

Other activities, such as designating CAMs, would most likely be phased in incrementally and may take several years to reach full fruition. Yet other activities are ongoing in nature, or are independent of initial legislative action.

Figure 10-1 Summary of Recommendations and Implementation Timeframe

Recommendation	Lead Entity	Timeframe
<p>1. Clarify ACCT’s Role as Statewide Oversight Body Designate ACCT as the statewide oversight body with regulatory authority to set policy direction and to provide oversight of statewide special needs transportation coordination efforts. Subtasks include:</p> <ul style="list-style-type: none"> a) Clarify ACCT’s tasks and responsibilities b) Reassess ACCT Membership c) Diversity ACCT Leadership d) Re-Locate ACCT e) Provide adequate funding to ACCT 	<p>Legislative action to clarify ACCT’s role and authorize bi-level coordination structure</p> <p>ACCT to assess membership, evaluate housing options</p> <p>Legislative action to require participating agencies to contribute to ACCT</p>	<p>Short-term (prior to ACCT “sunset” June 30, 2010.)</p> <p>Short-term, upon Legislative action</p> <p>Short-term</p>
<p>2. Establish Community Access Managers and Local Coordinating Boards:</p> <ul style="list-style-type: none"> • Local Community Access Manager to coordinate and provide special needs transportation services within its designated service area. • Local Coordinating Board to recommend designation of CAM, monitor its performance, advance coordination within its service area. <p>Subtasks include:</p> <ul style="list-style-type: none"> a. Use Medicaid service areas when defining regions b. Select CAMs through competitive procurement process c. Incorporate purchasing agencies’ specifications in RFP d. Direct ACCT to direct or delegate procurement process e. Authorize ACCT to contract with CAMs 	<p>Legislative action to authorize bi-level coordination structure</p> <p>ACCT, in partnership with DSHS, to develop procurement procedures</p>	<p>Short-term to authorize structure</p> <p>Medium-Long term (1-3 years) to implement CAMs; Phase-in recommended</p>
<p>3. Promote Coordination of Medicaid and Public Paratransit Programs</p> <p>Subtasks include:</p> <ul style="list-style-type: none"> a) Direct ACCT and DSHS to develop and implement a pilot project to demonstrate cost-sharing of public paratransit and Medicaid NEMT trips. b) Certify transit operators as Medicaid providers c) Encourage transit operators to purchase service from CAMs d) Explore the feasibility of expanding the Medicaid program beyond the provision of medical trips e) Test, through a pilot project, the feasibility of capturing the value of Medicaid trips provided by public transit agencies for which they are not currently reimbursed as match to federal Medicaid dollars 	<p>DSHS and ACCT in partnership to develop and sponsor two pilot programs</p> <p>Local CAMs and local transit agencies to certify transit agencies as Medicaid providers</p> <p>DSHS and ACCT to sponsor research to test feasibility of expanding Medicaid program and assess cost-benefits</p>	<p>Short-Medium term</p> <p>Medium-term, upon establishment of CAMs; arrangement could be initiated sooner with current Medicaid brokers</p> <p>Medium-term</p>

Recommendation	Lead Entity	Timeframe
<p>4. Establish Uniform Definitions and Reporting Requirements</p> <p>Subtasks include:</p> <ul style="list-style-type: none"> a) Establish common service definitions b) Require ACCT members and CAMs to use common definitions c) Develop uniformity in performance and cost reporting d) Establish a clearinghouse for driver background checks 	<p>ACCT</p>	<p>Medium-term; upon clarity of ACCT's roles and development of implementation plan</p>
<p>5. Provide Adequate Funding to Support Coordination</p> <p>Subtasks include:</p> <ul style="list-style-type: none"> a) Require all state and local agencies that purchase special needs transportation contribute to ACCT b) Prioritize use of federal transportation SAFETEA-LU funds for mobility management purposes to help support local coordination councils. c) Direct WSDOT to tie the use of funds it oversees to advance coordination effort. d) Require any state agency purchasing transportation (except school districts) to execute a Memorandum of Understanding (MOU) with ACCT, and purchase transportation directly through the community transportation program 	<p>Legislature to require state agencies to contribute to ACCT</p> <p>WSDOT to prioritize use of funds for mobility management purposes, revise policies to direct competitive grant funds to support coordination efforts</p> <p>Legislature to require agencies to purchase services through local programs</p>	<p>Short-term; with legislative action described above</p> <p>Short-term, with implementation to coincide with WSDOT grant cycle</p> <p>Short-term, with legislative action described above</p>
<p>6. Improve Service Connectivity for Customers</p> <p>Subtasks include:</p> <ul style="list-style-type: none"> a) Identify transit "hubs" and develop a connectivity plan for each b) Identify and adopt common connectivity standards c) Develop, test and implement technology that can promote connectivity d) Eliminate artificial barriers that force transfers e) Institute corridor service where demand justifies it 	<p>Local Coordinating Boards, transit agencies, guidance from ACCT</p>	<p>Medium-term; planning effort to be assessed at local level by LCB</p>
<p>7. Influence Facility Siting Practices</p> <p>Subtasks include:</p> <ul style="list-style-type: none"> a) Take accessibility into account as an operating cost when comparing potential sites b) Locate sites near a "cluster" of clients to ensure more efficient provision of Dial-a-Ride services 	<p>Local Governments</p> <p>General Administration</p>	<p>Ongoing</p> <p>Ongoing</p>
<ul style="list-style-type: none"> c) Provide state and local incentives for private sector facilities to locate near transit 	<p>General Administration, Local Governments</p>	<p>Ongoing</p>

Recommendation	Lead Entity	Timeframe
d) Review access to transit for all private sector human services facilities	CTED, Local Governments	Short-term
e) Review preferred location with transit provider before purchase/lease finalized	CTED, Local Governments	Short-term
f) Provide more specific language defining “access to transit” in siting guidelines for state facilities	Local Government	Ongoing
g) Make “access to transit” (defined) an eligibility guideline for state licenses and funds	General Administration	Short-term
h) Reduce parking requirements for housing developments serving senior and low-income residents, and for transit oriented developments (TODs).	CTED, DOH, DSHS	Medium-term
<p>8. Enhance Coordination with Pupil Transportation</p> <p>Subtasks include:</p> <p>a) Evaluate a wider use of community brokers to provide transportation for homeless students</p> <p>b) Direct OPSI to require local districts to track their expenditures for homeless students</p> <p>c) Evaluate use of capital resources (school buses) when they are not being used for school purposes</p>	<p>OSPI, CAMs, ACCT to assess use of brokers for providing transportation for homeless students</p> <p>OSPI to direct local districts to track expenditures</p> <p>OSPI, LCB, ACCT</p>	<p>Medium-term</p> <p>Short-term</p> <p>Short-term</p>
<p>9. Seek to Influence Federal Planning and Program Requirements</p> <p>Subtasks include:</p> <p>a) Include comparable planning requirements for human service agencies as established for use of public transit funds authorized through SAFETEA-LU</p> <p>b) Advocate for funding to support transportation programs required through the McKinney Vento Act</p> <p>c) Support federal legislation that would increase the reimbursement rate authorized for volunteers.</p> <p>d) Expand funding programs to be subject to Coordinated Public Transit Human Services Transportation Plans</p>	<p>Legislature, ACCT, LCBs to track, monitor, develop position and communicate positions on federal plans and requirements</p>	<p>Ongoing: as programs are reauthorized</p>

GLOSSARY OF TERMS

ACCT

Agency Council on Coordinated Transportation (ACCT) is a Council of State agencies, transportation providers, consumer advocates, and legislators with the mission to:

- Promote the coordination of special needs transportation
- Provide a forum for discussing issues and initiating change
- Provide oversight and direction to the state's coordination agenda
- Report to the legislature and propose legislative remedies

Accessibility

The extent to which facilities, including transit vehicles, are barrier-free and can be used by people who have disabilities, including users of wheelchairs and other mobility devices. Accessibility also refers to making information available in alternative formats for persons who are visually impaired.

Administration on Aging (AoA)

The agency within the U.S. Department of Health and Human Services that oversees the implementation of the Older Americans Act, including senior nutrition programs, senior centers and supportive services for elders.

Americans with Disabilities Act (ADA)

Passed by Congress in 1990, this act mandates equal opportunities for persons with disabilities in the areas of employment, transportation, communications and public accommodations. Under this Act, transportation providers are obliged to ensure their fixed-route vehicles (and key rail stations) are accessible for persons in wheelchairs. Public transit providers also must supplement their fixed-route services with ADA Complementary Paratransit Services for those persons unable to use fixed-route service because of their disability.

ADA Complementary Paratransit Service

Specialized demand-responsive service provided for people who cannot use fixed-route transit or rail service due to a disability, and meeting specific requirements as established under the Americans with Disabilities Act. The service is considered “complementary” because it is provided, at a minimum, where and when the fixed route service is provided, and because it complements fixed-route service in providing service needed to make the entire system usable by people with disabilities.

Brokerage

A transportation brokerage provides a point of transportation access for one or more sponsoring funding organizations and purchasers of service. The broker also manages a complex service delivery network, assigning trips -- either directly or indirectly (by way of service design) -- to carriers.

Brokers may also perform or be responsible for additional functions more typically associated with funding agencies, such as eligibility determination, trip ticket/scrip sales management, carrier/service monitoring, and carrier invoice processing.

Capital Costs

Refers to the costs of long-term assets of a public transit system such as property, buildings and vehicles.

Common Ground

A pilot project in Pierce County that investigated potential efficiencies of combining scheduling of transit ADA and Medicaid-eligible brokered passenger trips. The project was discontinued in 2008.

Community Transportation Service

Specialized, demand-responsive services that are available to the general public, specific populations (e.g., older adults, persons with disabilities, and/or persons on limited income), and/or clients of sponsoring human service agencies. Community transportation services are typically categorized into two groupings:

1. ADA complementary paratransit services or municipal-sponsored dial-a-ride services for the general public or for target populations mentioned above; and
2. Human service transportation programs

Consolidation

Restructuring transportation services to serve the same market with fewer service providers (and sometimes only one provider).

Coordination

A process through which two or more organizations interact jointly to accomplish transportation objectives that benefit each participating organization, usually for the purpose of achieving greater cost-efficiencies in service provision through economies of scale, and/or eliminating or reducing duplication of services. Participating organizations are able to stretch their funding dollar in order to accommodate under-served demand and/or expand service to address service gaps. Coordination models vary from very simple to very complex efforts. Some examples include joint purchasing; shared use of facilities, training or maintenance, co-mingling trips on common contracted carriers, brokerages, and consolidated transportation service providers.

Cost Efficiency

Cost efficiency for demand-responsive systems is usually measured in terms of average cost per trip, although it can also be measured in terms of cost per mile, and for Dedicated Service, cost per hour. The lower the cost per trip, the more cost efficient the system. Service Productivity, typically measured as average trips per hour, can serve as a surrogate measure for cost efficiency but is usually only for Dedicated Service.

Co-Mingling of Trips

Typically refers to clients of more than one agency sharing a single vehicle, or ride-sharing of trips sponsored by different funding sources.

Cost sharing

A funding arrangement where more than one agency financially supports the direct provision of transportation or other supportive services.

Curb-to-Curb Service

A level of service or passenger assistance for **Demand-Responsive Service**, in which pick-ups and drop-offs are performed at the curbside or roadside nearest their origin and destination. Passenger assistance is not provided other than for actual boarding and alighting.

Dedicated Service

This is a transportation service in which the vehicles in operation are exclusively used to transport customers of the transportation program (or coordinated set of programs) during a specified period of time.

Demand-Response Service

A type of transit service where individual passengers can request transportation from a specific location to another specific location at a certain time. Transit/paratransit vehicles providing demand-response service often do not follow a fixed route, but travel throughout the community transporting passengers according to their specific requests. These services usually, but not always, require advance reservations.

Department of Social and Health Services (DSHS)

The Department of Social and Health Services oversees the social services provided to the citizens of Washington State. There are six administrations that handle the diverse range of services, including Medicaid services.

Deviated Fixed Route Service

This type of transit is a hybrid of fixed-route and demand-response services. A bus or van passes along fixed stops and keeps to a timetable, but can deviate from its course between two stops to go to a specific location for a pick-up or drop-off that is requested (typically in advance). In some systems, deviations may be requested by any rider; in other systems, only by specific populations (such as older adults or persons with disabilities). The area (and sometimes, times) allowed for deviations is often limited

Dial-a-Ride Service

A name that is commonly used for demand-responsive service. It is most often used to describe a demand-responsive service that is available to the general public.

Door-to-Door Service

A form of demand-responsive service that includes passenger assistance between the vehicle and the door of his or her home or other destination. Door-to-door service provides a higher level of assistance than curb-to-curb service, yet not as much as “door-through-door” service, in which the driver actually provides assistance within the origin or destination. This term is sometimes used loosely as a synonym for demand-responsive service.)

Federal Transit Administration (FTA)

A component of the U.S. Department of Transportation that regulates and helps fund public transportation. FTA provides financial assistance for capital and operating costs and also sponsors research, training, technical assistance and demonstration programs.

Feeder Service

This includes fixed-route, flex-route, and/or demand-responsive service that provides service to/from stops on a trunk bus line or rail service. ADA complementary paratransit service may be used as feeder service for ADA paratransit trips.

Fixed-Route Transit Services

Transit services in which vehicles run on regular, pre-designated, pre-scheduled routes, with no deviation. Typically, fixed-route service is characterized by printed schedules or timetables, designated bus stops where passengers board and alight and the use of larger transit vehicles. Entities that operate fixed-route public transit are obligated to also provide ADA complementary paratransit service.

Human Service Agencies (also called Social Service Agencies)

A public or private, not-for-profit organization that provides services for essential needs such as medical care, income support, housing, education, training, and public health, typically targeting populations such as older adults, person with disabilities, and/or individuals with limited incomes.

Job Access and Reverse Commute Program (under FTA Section 5316)

A federal funding program for work-related transportation for low-income individuals, originally authorized in the TEA-21 transportation funding act, and reauthorized through SAFETEA-LU. The purpose of this grant program is to develop transportation services designed to transport welfare recipients and low income individuals to and from jobs and to develop transportation services for residents of urban centers and rural and suburban areas to suburban employment opportunities. Valid trip purposes not only include jobs themselves, but educational and/or training sites that directly lead to employment. SAFETEA-LU requires that the distribution of funds under Section 5316 be coordinated with the distribution of funds under Section 5310 and 5317 through a locally-coordinated planning process.

Medicaid Non Emergency Medical Transportation (NEMT)

A health care program for low-income and other medically needy persons, jointly funded by state and federal governments. The Medicaid program pays for transportation to non-emergency medical appointments if the recipient has no other means to travel to the appointment. In Washington, Medicaid-sponsored non-emergency medical transportation (NEMT) is arranged through regional brokerages under contract to the DSHS.

Metropolitan Planning Organizations (MPO)

The organizational entity designated by law with lead responsibility for developing transportation plans and programs for urbanized areas of 50,000 or more in population. MPOs set coordination standards and manage processes for selecting projects to be funded through federal transportation programs.

New Freedom Program (under FTA Section 5317)

A new program under the SAFETEA-LU federal transportation funding act, New Freedom is intended to provide capital and operating funding for service and facility improvements that go beyond those required by the ADA in addressing transportation needs of persons with disabilities. The New Freedom formula grant program aims to provide additional tools to overcome existing barriers facing persons with disabilities seeking integration into the work force and full participation in society. Examples of new public transportation services beyond the ADA include spatial or temporal expansion of service beyond what is required, the provision of same-day service; door-through-door service; vehicles and equipment that accommodate larger mobility aids; feeder services; accessibility improvements at non-key stations; and travel training. Examples of new *alternatives* include purchasing of accessible vehicles for new accessible taxi, ridesharing and/or vanpooling programs; administration of new voucher programs; supporting new volunteer driver/aide programs; and supporting new mobility management and coordination programs among public transportation providers and other human service agencies providing transportation.

Non-Dedicated Service

This is a transportation service in which the vehicles in operation are **not** used exclusively to transport customers of a transportation program (or coordinated set of programs). The drivers and vehicles of non-dedicated services are free to transport other riders, e.g., from the general public or from other contracts. An example of non-dedicated service is taxis. Non-dedicated service can be used in conjunction with **Dedicated Service** to efficiently accommodate demand during peak periods and other situations where the use of additional dedicated vehicles may not be as cost efficient.

Older Americans Act (OAA)

Federal law establishing a network of services and programs for older people. This network provides supportive services, including transportation and nutrition services, and works with public and private agencies that serve the needs of older individuals. Transportation funding available through the OAA is also known as Title IIIB funding.

Operating Assistance

Funding that helps support the day-to-day costs of operating or providing services; in transportation settings, this category often includes driver salaries and operating staff expense, as well as fuel, and other routine, ongoing costs of having and operating a transportation service.

Operating Costs

Non-capital costs associated with operating and maintaining a transit system, including labor, fuel, administration and maintenance.

Paratransit

Types of passenger transportation that are more flexible than conventional fixed-route transit and as such are able to meet a variety of more specialized transportation needs. Paratransit includes demand-response transportation services, shared-ride taxis, carpooling and vanpooling, jitney services and other service models. This term is most often used to refer to wheelchair-accessible, demand-response van service.

Productivity

A measure of the quantity of desired results produced per unit of resources applied. For **Demand-Response Services**, productivity is commonly measured as the average number of passenger trips per hour. Unfortunately, systems do not all define “passenger trips” and “hours” the same way. With some systems, passenger trips are defined as total (one-way) passenger-trips, including personal care assistants, companions, etc. In other systems, passenger trips include only trips made by program eligible passengers. As the denominator for the productivity calculation, most systems use “revenue vehicle hours” which the National Transit Database defines as the first pick-up to the last drop-off less breaks and not including deadheading to and from the vehicle storage facility.

Purchased Transportation

A specific transportation service provided to a public agency by a public or private transportation provider based on a written contract.

Regional Transportation Planning Organization (RTPO)

A Regional Transportation Planning Organization (RTPO) is formed through a voluntary association of local governments within a county or contiguous counties. RTPO members include cities, counties, WSDOT, tribes, ports, transportation service providers, private employers and others. RTPOs are required to:

- Prepare a Regional Transportation Plan
- Certify that countywide planning policies and the transportation element of local comprehensive plans are consistent with the Regional Transportation Plan
- Develop and maintain a six-year Regional Transportation Improvement Program

SAFETEA-LU

The current federal funding act for surface transportation programs (including federal transit programs), providing funds over a six-year period through FY 2009. SAFETEA-LU requires that, as of FY 2007, projects funded with Section 5310, (capital for elderly and disabled persons), JARC (job access for low-income) and New Freedom Programs (improved mobility for disabled) be derived from a Coordinated Public Transit-Human Services Transportation Plan.

Section 5307

The section of the Federal Transit Act that authorizes grants to public transit systems in urban areas. Funds authorized through Section 5307 are awarded to states to provide capital and operating assistance to transit systems in urban areas with populations between 50,000 and 200,000. Transit systems in urban areas with populations greater than 200,000 receive their funds directly from FTA. However, for these urban systems, operating assistance is not available.

Section 5309

The section of the Federal Transit Act that authorizes discretionary grants to public transit agencies for capital projects such as buses, bus facilities and rail projects.

Section 5310

See also **Transportation for Elderly Individuals and Individuals with Disabilities Program**. This section of the Federal Transit Act authorizes capital assistance to states for transportation programs that serve the elderly and people with disabilities. States distribute Section 5310 funds to local operators in both rural and urban settings, who are either public or nonprofit organizations or the lead agencies in coordinated transportation programs.

Section 5311

The section of the Federal Transit Act that authorizes capital and operating assistance grants to public transit systems in areas with populations of less than 50,000.

Section 5316

The section of the Federal Transit Act that authorizes funding under the **Job Access and Reverse Commute Program**.

Section 5317

The section of the Federal Transit Act that authorizes funding under the **New Freedom Program**.

Subscription Service (also called Standing orders)

Recurring individual or group trips served on a “standing order” basis. This type of service is frequently used to transport human service agency clients to regular agency programs. Some systems set a minimum number of subscription trips per week. The common trait of subscription trips is that they go to and from the same origin and same destination at the same time of day. This might include a daily work trip, a trip to a congregate meal site, or a regular Monday/Wednesday/Friday trip to a dialysis facility.

Temporary Aid to Needy Families (TANF)

Created by the 1996 welfare reform law, TANF is a program of block grants to states to help them meet the needs poor of families. It replaces AFDC, JOBS, Emergency Assistance and some other preceding federal welfare programs. Program funds are often used to pay for transportation, child care and other barriers to workforce participation.

Transportation for Elderly Individuals & Individuals with Disabilities Program

This section of the Federal Transit Act authorizes capital assistance to states for transportation programs that serve the elderly and people with disabilities. States distribute Section 5310 funds to local operators in both rural and urban settings, who are either public or nonprofit organizations or the lead agencies in coordinated transportation programs.

Trip

A one-way movement of a person or vehicle between two points. Many transit statistics are based on “unlinked passenger trips,” which refer to individual one-way trips made by individual riders in individual vehicles. A person who leaves home on one vehicle, transfers to a second vehicle to arrive at a destination, leaves the destination on a third vehicle and has to transfer to yet another vehicle to complete the journey home has made four unlinked passenger trips.

2-1-1

2-1-1 is the three-digit telephone number assigned by the Federal Communications Commission for the purpose of providing quick and easy access to information about health and human services.

U.S. Department of Health and Human Services (U.S. HHS)

Funds a variety of human services transportation through the Administration on Aging (AoA), Head Start, Medicaid and other programs.

U.S. Department of Transportation (U.S. DOT)

The principal direct federal funding and regulating agency for transportation facilities and programs. Contains the Federal Highway Administration (FHWA) and Federal Transit Administration (FTA).

WSDOT

Washington State Department of Transportation

