STATE OF WASHINGTON
JOINT TRANSPORTATION COMMITTEE

Special Needs Transportation Coordination

Appendices - DRAFT

November 2008

Appendices Table of Contents

APPENDIX A

LIST OF INVOLVED STAKEHOLDERS

ACCT Project Stakeholders

Stakeholder Name	Organization	Title
Dave Anderson	Dept of Community, Trade and Economic Development	Technical Assistance Manager, Growth Management Services
Joyce Baker	Human Services Council	
Angela Barbre	CTAA (formerly)	
Leonard Bauer	Dept of Community, Trade and Economic Development, Local Government Division	Director of Growth Management Unit
Nancy Brubaker	DSHS Aging & Adult Services Administration/Residential Care Services Division	Central point of contact for licensing facilities
Darren Brugman	Senior Services of Snohomish County	
Madelyn Carlson	People for People	CEO
Don Chartock	WSDOT Public Transportation Division, staff to ACCT	Rural and Coordinated Transportation Advisor
Janet Clarence	Education Services District 105	
Representative Judy Clibborn	Elected Official	
Ted Cohen	General Administration	
Nick Covey	LINK Transit	
Joan Cullen	Washington State Department of General Administration	State Agency CTR Program Manager
Richard DeRock	ACCT, WTA rep (LINK Transit, Wenachee)	
Melinda Dyer	OSPI Education of Homeless Children and Youth	Program Supervisor
Anna Esquibel	OSPI	
Eileen Fielding	DSHS, Division of Vocational Rehabilitation Wapato/Worksource Yakima & Sunnyside	Vocational Rehabilitation Supervisor
Suzette Fredericks	Dept of Health, Facilities Management Division	Manager
Judy Gosney	DSHS, Mental Health	
Tom Gray	DSHS Medicaid	
Jenny Greenlee	Dept of Community, Trade and Economic Development, Housing Division	Program Manager
Tracy Gunter	Lewis-Mason-Thurston AAA	
Paula Hammond	WSDOT	
Ian Harlor	DSHS, Economic Services Division	Program Manager-Policy Analyst
April Harris	Department of Veterans Administration	Executive Assistant to Director
Senator Mary Haugen	Elected Official	
Bob Hubenthal	DSHS, Office of Capital Programs, Lands & Buildings Division	Director

ACCT Project Stakeholders

Representative Fred Jarrett	Elected Official	
Jeannie Johnson	DSHS, ADSA (Developmental Disabilities & Home and Community Services)	
Teri Johnson-Davis	Yakama Nation	Economic Development Coordinator
Allan Jones	OSPI	Transportation Manager
Cheryl Jones	Snohomish Special Needs Transportation Coalition	Mobility Coordination Manager
Melony Joyce	King County METRO	
Don Kay	DSHS, Division of Vocational Rehabilitation	Assistant Director
Ann Kennedy	Paratransit Services	
Karen Larkin	Dept of Community, Trade and Economic Development, Local Government Division	Assistant Director
Marilyn Mason	Hopelink	
Pat Mason	Municipal Research Services Center	Senior Legal Consultant
Patty McDonald	DSHS, ADSA (Developmental Disabilities & Home and Community Services)	
Ken Mehin	Yakima Transit	
Kathy Mertes	DSHS, Economic Services Division, Wenatchee	
Paul Meury	DSHS, Health and Recovery Services Administration Office of Transportation and Interpreter Services	Medical Transportation Program Manager
Michael Miller	Sound Transit	
Jeri Mitchel	Catholic Family Services, Snohomish County	Director of Housing and Program Development
Lynne Moody	Hopelink	
Beth Mulcahy	Special Mobility Services	
Amy Neal	People for People	
Chris Olson	DSHS Office of Leased Facilities Lands and Building Division	
Dan Payne	OSPI	
Le Perry	General Administration	Property and Acquisition Manager
Julie Peterson	Aging Services of Washington	Director of Senior Living & Community Services
Dave Peterson	Skill Source	
Gary Pira	Yakima Transit	
Doug Porter	DSHS, ACCT	
Shenon Porter	DSHS Office of Leased Facilities Lands and Building Division	Office Chief
Ashley Probart	WA Association of Cities	Transportation Coordinator
Katherine Randall-Duffy	Employment Security Department	Facilities Manager
Barbara Reed	Employment Security Department	
Tim Refro	Pierce Transit	Special Needs Transportation Coordinator

ACCT Project Stakeholders

Cary Retlin	Community Trade & Economic Development, Performance and Communication	
Lynnae Ruttledge	DSHS Division of Vocational Rehabilitation	Director
Christie Scheffer	Paratransit Services	
Eric Schinfeld	Puget Sound Regional Council/ Prosperity Partnership	Senior Economic Policy Analyst
Debbie Schomer	DSHS	
Page Scott	Yakima Valley Council of Governments	Executive Director
Kris Sparks	DOH, Community and Rural Health	
Randy Sparks	DSHS	
Casey Stevens	Stillaguamish Tribe	
Joyce Stockwell	DSHS, Aging and Adult Services Division	Director of Residential Care Services
Fred Stoffer	Special Mobility Services	
Senator Dan Swecker	Elected Official	
Katy Taylor	WSDOT	
Peter Thein	WA State Transit Association	Executive Director
Tom Tierney	Association of WA Housing Authorities/ Seattle Housing Authority	Executive Director
Rick Torrence	Community Trade & Economic Development, Community Programs Unit	
Faith Trimble	FLT Consulting	
John Tyson	DSHS	
Bob Wagner	Wagner Architects	Architect for proposed Wenatchee DSHS project
Ron Wall	Washington Dept. of General Admin, specializing in Wenatchee area	
Meri Waterhouse	DSHS, Children's Administration	
Gretchen Webber	Snohomish County Community Transit	ADA Service Coordinator
Nona White	WA Low Income Housing Alliance	Program Manager
Dotty Wolfa	Transportation Assistance Program, Senior Services of Snohomish County	
Park Woodworth	King County METRO	
Tom Young	Transpro	
Jennifer Ziegler	Office of the Governor	

APPENDIX B

PUBLIC FORUMS SUMMARY AND MATERIALS

Regional Forums

A key part of the input to this study was received through feedback from stakeholders at four half-day forums held in four different counties around the state. The forums were conducted in May and September, in both urban and rural communities. The locations, dates and attendance information are summarized in Table 1 below. The first two forums were held near the beginning of the study. The last two forums were held near the end, allowing the Consultant Team to test some preliminary recommendations with stakeholders. An overview of the forums and forum results is presented here.

All four forums were designed to address the following two questions:

1. How well is the special needs transportation system is working in the area?
2. What are the *greatest barriers*, or most important things to address, in order to improve the special needs transportation system?

In addition, all forums looked at *possible solutions and ideas* for addressing system barriers. The May forums included a long group discussion session in which attendees were asked to discuss and report out their consensus (as between those attendees seated at each table) on the *three greatest barriers* to improving the special needs transportation system, and *three ideas for overcoming one of those identified barriers*. At the September forums, the consultant Team presented a list of preliminary recommendations for improving the system. Attendees at each table spent over an hour discussing and reporting out on this list. They were asked to identify by consensus (again by each table) which of the ideas presented would be most helpful in improving the system, which would not be helpful, and why.

Invitees to each forum were identified with the assistance of local special needs transportation agencies in each of the four counties. Invitees included riders of the system; representatives from agencies operating transit services; human services agencies that interface with transit service operations; and interested local government representatives. ACCT members we also invited to all forums.

Attendance was varied: one forum had no "riders" in attendance despite repeated outreach efforts (Yakima), while at another forum (Davenport) over half the attendees consisted of riders.

As with any such community meetings, attendees and comments received does not represent a scientific random sample of the full spectrum of agencies and riders in the four counties. Nevertheless, the forums did reveal a number of interesting themes in common across the state, as well as some location-specific variations on those themes.

TABLE 1
Four Regional Forums: Dates, Locations, Attendance

Forum 1: **Yakima County (Yakima)** *May 5, 2008* *Attendees:* 35 stakeholders; no "riders" (155 invitees) *Local agency assisting:* People for People	Forum 3: **Lincoln County (Davenport)** *September 23, 2008* *Attendees:* 54 stakeholders; about 35 "riders"; several stakeholders from Spokane and Klikitat Counties (60 invitees) *Local agency assisting:* People for People
Forum 2: **Snohomish County (Everett)** *May 7, 2008* *Attendees:* +/- 60 attendees; 8 "riders"; several agency reps from Island and King Counties (160 invitees) *Local agency assisting:* Snohomish County Special Needs Transportation Coalition (SNOTRAC)	Forum 4: **Pierce County (Tacoma)** *September 26, 2008* *Attendees:* 38 stakeholders; 4 "riders"; a few stakeholders from Skamania and King Counties (95 invitees) *Local agency assisting:* Pierce County Coordinated Transportation Coalition (PCCTC)

- ***Assessing How Well the Special Needs Transportation System Works – for Riders, and as a System***

At all four regional forums, attendees were asked to rate the current special needs transportation system in their area. By show of hands, attendees rated the system on six characteristics relevant to how the system is *working for riders*, and four characteristics relevant to *how the system works as a system*. In general, attendees rated the system *as it works for riders* as **below average to average** (2 and 3 on a scale of 1-5, with 1 being the *lowest rating*)*.* . Ratings for the system *as a system* were somewhat higher, ranging from **below average to above average**.(2, 3 and 4 on a scale of 1-5, with 1 being the lowest rating) The following tables provide a comparison across all four forums as to the results of these exercises.

Lowest ratings for the system *as it works for riders* were in the areas of **availability of rides (when and where needed)**, and **riders understanding of rules necessary to access rides**. In all forums, very few votes were cast rating the system as above average or excellent in any regard.

Lowest ratings for the system *as a system* were for the **flexibility of federal and state funding**. However, in three of the four forums, a large number of attendees voted that they simply **did not know** how well the system works as a system – on issues such as the relationships between transit and human service agencies or whether there is agreement on the greatest challenges and how to address them.

- ***Identifying Critical Barriers to Improving the System***

As noted above, significant time was spent at all forums identifying current barriers to coordination and effectiveness, and solutions for addressing those barriers. The discussions were divided into two groups: (1) barriers/solutions for issues that affect riders; and (2) barriers/solutions for the improving effectiveness of the special needs transportation system itself. In all forums, the Consultant Team provided a list of sample barriers for attendees to use; attendees were encouraged to identify other barriers not on the list. The process at the first two forums differed from the last two, so the results are not completely comparable. However, there did emerge some common themes.

Barriers for Riders. All four forums identified the ***lack of service when needed*** as one of the most critical barriers for riders. Three of four forums identified ***rides don't take people where they need to go,*** and ***rural riders are underserved*** as critical barriers. Two forums identified ***confusing program eligibility rules*** as a critical barrier. Other top vote getters (one forum each) were ***housing is located away from transit service***, and ***users are afraid to ride the bus***.

Barriers for the System. Results across the four forums on this issue (system barriers) were less cohesive than as regards barriers for riders. The Yakima forum had a broad scattering of responses, with little or no overlap. The Everett forum attendees focused on challenges posed by (1) ***existence of multiple, competing and overlapping transportation systems***, and (2) ***scarce resources*** to provide service. In both the Tacoma and Davenport forums attendees voted ***lack of funding flexibility to be able to target gaps and problems as they arise*** as a critical barrier – this item received the most votes of any issue, in both forums. The ***lack of drivers*** was also noted as a critical barrier by both Tacoma and Davenport attendees. The ***disconnect between housing, services and transportation planning/siting*** was noted as a critical challenge (equal to lack of funding flexibility) in the Tacoma forum. In Davenport, other challenges receiving substantial votes were ***service providers are unaware of how to better share assets*** and ***a lack of any system asset inventory to call on for problem solving or other purposes***.

- ***Rating Potential Solutions***

In the first two forums, attendees were asked to discuss at their respective tables ideas for addressing one barrier to improving the system. Many interesting ideas were presented, however, the range of barriers addressed was so broad that themes did not emerge. Detail from these discussions is presented in the Appendices on the Yakima and Everett Forums.

The last two forums, in Tacoma and Davenport, provided an opportunity for attendees to rate a list of thirteen potential solutions to improve coordination and effectiveness of the special needs transportation system. The list of thirteen ideas was prepared in advance by the Consultant Team. Attendees were asked to identify three of these ideas that they thought were most helpful and three that they thought would be least helpful. They were also asked to identify other issues *not on the list* that they thought would be helpful. Table 2 summarizes the results of this exercise, in which some key ideas received broad consensus support. In particular, the idea of a "***1-call service center" to get information and arrange rides*** was very popular in both forums. Equally as popular was the idea that the ***state and local policies should be established regarding coordination of special needs transportation—and all agencies would be required to respect and abide by these policies.***

There was not as much consensus around ideas that would *not be helpful*, however, there was clearly caution expressed about the idea of ***"central broker" to coordinate and deploy resources*** and services. Most attendees also rated as "not helpful" the idea of ***using school buses to serve community needs*** when not in user for school purposes.

A wide variety of new ideas were also raised in both the Tacoma and Davenport forums; see Appendices for detail.

- *Overall and Forum-Specific Themes*

At the highest level, the forums provided common feedback on several issues, listed here in no particular priority order.

First, stakeholders are not satisfied with the level of service available to meet the need of persons with special needs.

Second, stakeholders generally feel that lack of flexibility in the use of available state and federal funding is a key barrier in the ability to provide needed service.

Third, there is a significant lack of understanding by many stakeholders as to regional priorities and plans for improving the special needs transportation system.

Fourth, there is a common desire for additional resources to meet the service needs identified.

Fifth, there is an understanding that urban and rural rider needs are quite different, and a feeling that generally rural riders are underserved in comparison with their urban counterparts.

Sixth, there is a desire for better coordination, and for coordination policies to be adopted and enforced—but at the same time there is considerable caution about centralizing broker services.

Seventh, there was broad agreement that a 1-call shop for helping customers schedule riders and understand eligibility rules would be an important and helpful step.

At each forum, slightly different themes emerged, as summarized in Table 2 below:

TABLE 2: THEMES FROM EACH OF THE FOUR REGIONAL FORUMS

YAKIMA / YAKIMA COUNTY   **May 5, 2008**

- Challenges of the geographic and demographic diversity in the county: the **needs are quite disparate depending on where one lives or needs to travel**.
- **Rural riders** (those outside the immediate Yakima area) in particular are **underserved**.
- Special needs riders have difficulty in **understanding and accessing the system;** must improve efforts here.
- **State funding requirements favor urban areas**.
- **Enhanced coordination** needed at all governmental / agency levels.

EVERETT / SNOHOMISH COUNTY   **May 7, 2008**

- Need **more service and more resources** to provide those services.
- Need **greater understanding of transportation systems by riders, the public, and agencies** –options, eligibility rules, routes.
- **Human services agencies** have important role to play in connecting transportation systems to special needs riders.
- Need to **increase coordination** of systems. The idea of **consolidating multiple transportation systems** into a single agency came up frequently as an idea to address coordination.
- Challenges related to the **siting of affordable and special needs housing** and needed services away from fixed-route transit access.
- Challenges of getting transportation information to clients of human services agencies.

DAVENPORT / LINCOLN COUNTY   **September 23, 2008**

- Lack of services meeting the needs of **older adults aging in place in rural areas**.
- Knowledge of local rural needs important in designing, delivering service; strengthen local coordination efforts
- **Support 1-call shop** to arrange rides, help clients understand eligibility

TACOMA / PIERCE COUNTY   **September 26, 2008**

- Challenges differ in urban and rural areas
- Need for **increased funding**, and increased **flexibility** in application of funding

- **Support 1-call shop** to arrange rides, help clients understand eligibility—but skeptical of "super-broker" idea
- Need better coordination between siting of housing, services and transit planning

- *Summary of Forums*

While the forums were not designed to yield statistically valid results for extrapolation statewide, they did provide insight into the range of interests involved in these issues, and identified a number of common concerns as well as common support for some key potential solutions. Each forum also yielded information as to unique regional concerns.

One notable value of the forums in addition to the data received was observed by attendees at all four sessions: simply having the opportunity to meet and confer with such a broad range of stakeholders on these issues provided new information, new contacts, and a sense of common cause for many attending.

TABLE 3: REGIONAL FORUM RESULTS: HOW WELL DOES THE SYSTEM WORK FOR RIDERS?

Attendees were asked to rate each item from 1 to 5, with 1 being the lowest rating; shaded boxes indicate the highest two ratings in each category.

YAKIMA / YAKIMA COUNTY

RATING	1	2	3	4	5	Don't Know
Rides available *when* needed	2	6	13	3	0	3
Rides available *where* needed	3	15	6	2	0	1
Riders know how to get information needed to travel	3	10	12	1	0	1
System is responsive to rider input	0	2	10	6	0	8
Eligibility well understood	2	14	8	1	0	2
Connections between systems are efficient	5	7	4	3	0	7

DAVENPORT / LINCOLN COUNTY

RATING:	1	2	3	4	5	Don't Know
Rides available *when* needed	14	6	4	1	0	5
Rides available *where* needed	15	5	11	4	1	4
Riders know how to get information needed to travel	21	4	3	3	2	3
System is responsive to rider input	11	1	8	7	6	3
Eligibility well understood	18	8	6	3	0	2
Connections between systems are efficient	28	7	1	0	0	3

EVERETT / SNOHOMISH COUNTY

RATING:	1	2	3	4	5	Don't Know
Rides available *when* needed	0	14	18	4	1	8
Rides available *where* needed	3	20	15	1	1	7
Riders know how to get information needed to travel	2	19	15	2	2	8
System is responsive to rider input	1	15	15	6	0	13
Eligibility well understood	9	21	9	0	2	8
Connections between systems are efficient	9	17	11	7	0	5

TACOMA / PIERCE COUNTY

RATING:	1	2	3	4	5	Don't Know
Rides available *when* needed	0	2	10	10	0	2
Rides available *where* needed	0	10	12	6	0	2
Riders know how to get information needed to travel	0	3	20	6	1	0
System is responsive to rider input	0	2	12	16	0	1
Eligibility well understood	0	11	18	0	1	0
Connections between systems are efficient	5	17	6	1	0	1

TABLE 4: REGIONAL FORUM RESULTS: HOW WELL DOES THE SYSTEM WORK *AS A SYSTEM?*

Attendees were asked to rate each item from 1 to 5, with 1 being the lowest rating; shaded boxes indicate the highest two ratings in each category.

YAKIMA / YAKIMA COUNTY

RATING	1	2	3	4	5	Don't Know
Service agencies work well with transportation agencies	1	1	6	9	1	9
Providers share assets and information to maximize services and minimize duplication	0	4	4	9	0	11
Federal and state funding can be flexibly applied as needed	0	8	4	0	0	16
Agreement on biggest challenges and how to address them	1	0	13	2	0	12

DAVENPORT / LINCOLN COUNTY

RATING	1	2	3	4	5	Don't Know
Service agencies work well with transportation agencies	0	0	5	10	3	19
Providers share assets and information to maximize services and minimize duplication	4	8	5	4	1	14
Federal and state funding can be flexibly applied as needed	16	3	2	1	2	9
Agreement on biggest challenges and how to address them	1	0	1	11	0	19

EVERETT/ SNOHOMISH COUNTY

RATING:	1	2	3	4	5	Don't Know
Service agencies work well with transportation agencies	1	4	21	7	0	13
Providers share assets and information to maximize services and minimize duplication	1	13	15	3	1	16
Federal and state funding can be flexibly applied as needed	6	20	2	1	1	16
Agreement on biggest challenges and how to address them	3	13	12	5	0	16

TACOMA /PIERCE COUNTY

Rating	1	2	3	4	5	Don't Know
Service agencies work well with transportation agencies	2	3	14	8	1	1
Providers share assets and information to maximize services and minimize duplication	3	8	11	2	1	2
Federal and state funding can be flexibly applied as needed	7	10	1	1	0	9
Agreement on biggest challenges and how to address them	1	6	13	3	0	2

Table 5: FORUMS 3 and 4: RATING 13 PRELIMINARY IDEAS / STRATEGIES FOR IMPROVING SPECIAL NEEDS TRANSPORTATION

In Forums 3 and 4, each Table of attendees was asked to vote on a consensus basis for the 3 most helpful, and 3 least helpful ideas. In Davenport, there were 6 tables voting; in Tacoma, there were 5 tables voting. This table shows the results of the table voting exercise.

#	Idea/Strategy	3 Most Helpful Ideas		3 Least Helpful Ideas	
		DAVENPORT	TACOMA	DAVENPORT	TACOMA
1	Customers have one place to call to arrange for trips	4	4	1	0
2	All agencies, state and local, use a central "broker" to provide services to customers.	0	1	3	3
3	Broker establishes a pool of volunteers to provide rides for people	1	0	2	2
4	Brokers are encouraged to cultivate and support local transportation companies	0	1	2	3
5	Local agencies may purchase transportation services from the local broker at a known cost and may access the volunteer pool.	0	1	2	0
6	Transportation costs are shared equitably among agencies using the broker to provide transportation.	1	1	1	0
7	Establish, or strengthen, a local coordination group – A diverse group of special needs transportation stakeholders to monitor the quality of service provided through the broker and identify and address transportation gaps or shortfalls.	2	2	1	0
8	The local group acts as the liaison between local concerns and activities and state agencies who also act together in a coordinated manner (ACCT)	0	2	1	1
9	The local group will build plans and policies to enhance the ability to travel between areas, for example from Davenport to Spokane.	3	1	1	0
10	Local groups and brokers can assist in local emergency planning efforts and be available as a resource in an emergency situation	0	0	3	2
11	Local school districts make buses available for community transportation when they are not being used for school activities.	1	1	3	3
12	State agencies work together (ACCT) through the local group and the local broker to deliver transportation services to people.	1	1	2	0
13	Establish state and local policies regarding coordination of special needs transportation that all agencies respect and abide by.	4	4	0	0

APPENDIX C
TRANSPORTATION PROVIDER INVENTORY

Operating Name	Agency Type	Service Area	Days of Service	Volunteer Drivers	Demand Response	Fixed Route	ADA Paratransit	Deviated fixed-route	Job access	Intercity	Vanpool	General Public	Disabled	Senior	Low Income	Notes
				Service Type								Passenger Type				
Abbott-Wolfe Center for the Cascade Seniors	Non-profit	Snohomish County		✓	✓		✓						✓			
American Cancer Society (Snohomish County)	Non-profit	Snohomish County														Provides limited transportation to cancer patients going to and from treatments and travel reimbursement for persons meeting income guidelines.
American Red Cross (Snohomish County)	Non-profit	Snohomish County														Volunteer program provides group transportation for clients of Little Red Schoolhouse, Cocoon House, and Pathways for Women.
Appointment Keepers Transportation Service	General Purpose Government	Walla Walla and College Place	Seven days a week		✓								✓	✓	✓	
Arcadia Health Care	For-profit	Pierce County	Seven days a week									✓	✓	✓	✓	Caregivers use their own vehicles to transport clients. Have contract w/Pierce County Aging and Long Term Care. Service days vary.
Around the Sound Transportation Specialistics (formerly JFM Transportation)		Pierce, Kitsap, Mason, Clallam, Jefferson, and South King Counties	Seven days a week		✓							✓	✓	✓		
Asotin County Transit	PTBA	Countywide, Astin County	Monday - Friday		✓		✓					✓	✓			
Auburn Senior Activity Center	General Purpose Government	Auburn and Southeast King County area	Monday - Friday											✓		
Auburn Senior Activity Center	General Purpose Government	Auburn and Southeast King County area. Some northern Pierce County also.	Monday - Friday											✓		Only provide service for trips. Work to facliitate Access use for all other purposes.
Ben Franklin Transit	PTBA	Central Benton and Franklin Counties	Seven days a week		✓	✓	✓				✓	✓	✓			Dial-a-ride (paratransit) service is provided six days a week.
Black Diamond Community Center	Non-profit	the greater Black Diamond area in King County	Two days a week	✓	✓								✓	✓	✓	Van pickup and drop off every Thurs in local vicinity (Black Diamond, Maple Valley, foothills) - charge rate ($2 for Black Diamond, $3 surrounding area). Fri adult day health program (pickup and drop off) - no fee. Operates Thu, Fri. Disabled eligible only if also a senior & limited by type of disability due to no van lift. Low income restricted to seniors.
Buckley Senior Center	General Purpose Government	Pierce County												✓		
Burn Children Recovery Foundation	Non-profit	National	Seven days a week		✓	✓										Transportation for kids at camp, airfare, taxi from airport to hospital.
Camano Senior and Community Center	Non-profit	Camano Island	Monday - Friday	✓	✓								✓	✓		Volunteer drivers, using private cars, provide transportation to doctor's appointments.
CAP-Lower Columbia Community Action Council	Non-profit	Lower Columbia (Vancouver - Tumwater)	Six days a week	✓	✓	✓	✓			✓		✓	✓	✓		Provides paratransit services for seniors age 60 and over who live in Longview/Kelso but live outside of the CUBS service area. This service uses 12–passenger lift-equipped vehicles. Also provides two rural transportation routes: Longview to Vancouver (Salmon Creek) (3 times a day M-F), Longview to Tumwater (two times a day M-F). On Saturdays, provide two trips to Vancouver and 1 trip to Tumwater. Open to general public. Also provides medicaid transportation, free but limited to only twice a month.
Caritas Center - Transportation Service	Faith-based	Northwest Spokane. (north of montgomery and west of division, up to Hawthorne road and the following zip code: 99026)	Seven days a week	✓	✓									✓	✓	Doctor's appointments or groceries. Low income seniors who live alone. Clients need to be able to walk to vehicles. Branch of Volunteer Chore Services. For job access, may provide vouchers.

Operating Name	Agency Type	Service Area	Days of Service	Volunteer Drivers	Demand Response	Fixed Route	ADA Paratransit	Deviated fixed-route	Job access	Intercity	Vanpool	General Public	Disabled	Senior	Low Income	Notes
				Service Type								**Passenger Type**				
Catholic Charities Volunteer Chore Services (VCS)	Non-profit	Spokane County	Monday - Friday	✓									✓	✓	✓	Have to be low-income (or high rent / medical expenses), free.
Catholic Community Services of King County	Faith-based	King County	Monday - Friday	✓	✓								✓	✓	✓	Medical access program primarily serving seniors over 60 with a need (income, unable to drive); uses volunteer drivers. Service provided by Maple Valley Community Center.
Catholic Communiity Services of Snohomish County	Faith-based	Snohomish County	Monday - Friday	✓	✓								✓	✓	✓	Provide medical or essential transportationi for disabled, or elderly and low income. See also Catholic Community Services for King County.
Central Washington Comprehensive Mental Health	Non-profit	Vans in Kittitas County office. Satellite locations serveYakima, Kittitas, and Klickitat Counties	Six days a week		✓								✓			Have 2 vans. No job access at this time, but looking at new program which will offer such service.
Chelan-Douglas Developmental Services	Non-profit	Greater Wenatchee . East Wenatchee Area	Monday - Friday		✓								✓			
Chesterfield Health Services	For-profit	King and Snohomish County	Monday - Friday												✓	
Children's Home Society of Washington	Non-profit	Early Head Start Programs operate in Auburn and surrounding areas (e.g Kent, Maple Valley, Enumclaw) and also Walla Walla	Monday - Friday		✓								✓		✓	Transportation is offered for early head start program, serving birth to 5 years. Home-based transportation provided as needed to medical appointments. Some kids in the program are disabled, but economically disadvantaged is primary criteria.
City of Kent	General Purpose Government	City of Kent (King County)	Four days a week											✓		No longer have transportation from front door to center (wasn't well used). Encourage those who need the service to use Access and provide assistance with forms. For organized trips will pick up and drop off people 50 and older from City of Kent at their home (including grandchildren depending on type of event). Volunteers utilized only for Meals on Wheels program. Operates Tues, Thu, Fri, Sat
Clallam Transit System	PTBA	Countywide, Clallam County	Six days a week	✓	✓	✓	✓				✓	✓	✓	✓		Provids Medicaid transportation 24/7 by appointment.
COAST	Non-profit	Whitman, Asotin, Garfield, and southern region of Spokane Counties	Monday - Friday		✓	✓	✓					✓	✓	✓		
Columbia Basin Health Association		Within 20 miles of their clinics														
Columbia County Public Transportation	Transportation Authority	Countywide, Columbia County	Monday - Friday		✓		✓				✓	✓	✓		✓	No fixed routes, Demand response and vanpooling only. CCPT is the only public transportation available to the residents of Columbia County, as well as to residents of Waitsburg and Prescott in neighorboring Walla Walla County".
Colville Confederated Tribes	Tribal Government	Colville Reservation, surrounding areas, and throughout the NW including OR, Idaho, and Canada	Seven days a week		✓									✓		Operates as needed.
Community Transit	PTBA	Suburban and rural Snohomish County	Seven days a week		✓	✓	✓					✓	✓			

Operating Name	Agency Type	Service Area	Days of Service	Volunteer Drivers	Demand Response	Fixed Route	ADA Paratransit	Deviated fixed-route	Job access	Intercity	Vanpool	General Public	Disabled	Senior	Low Income	Notes
Council House	Non-profit	Located on Capitol Hill. Local trips serve local Seattle area; outings can be further out.	Monday - Friday		✓								✓			Council House provides a clean, affordable housing alternative to elderly low-income individuals and couples. Provides transportation to its residents for shopping and weekly outings. Van to shopping and special outings. Partnership with Metro. Serves disabled over 62. Shopping trips on Tuesdays & Thursdays. Outings typically M-F but could be on weekends.
Cowlitz Transit Authority	PTBA	Cities of Longview and Kelso	Six days a week		✓	✓	✓					✓	✓			Dia-a-ride (paratransit) service is provided on weekdays.
C-TRAN	PTBA	The City of Vancouver and its UGB; and the city limits only of Camas, Washougal, Battle Ground, Ridgefield, La Center, and Town of Yacolt	Seven days a week		✓	✓	✓					✓	✓			Provide paratransit services, provides 5 Connector
Davenport Senior Center - Senior Transportation	Non-profit	Davenport and Lincoln County			✓								✓	✓		
disAbility Resource Connection	Non-profit	Snohomish County	Monday - Friday										✓			
Disabled American Veterans Transportation Network	Non-profit	Multiple locations statewide	Monday - Friday	✓	✓								✓			Primarily serves disabled veterans needing medical care.
Diversified		Snohomish County	Seven days a week													
East County Senior Center	Non-profit	Eastern Snohomish County - Within City of Monroe	Two days a week		✓								✓	✓		Provides transportation for senior center events. Operates on Mondays and Thursdays.
Elder Companion Services	For-profit	Approx 30 mile radius around Tacoma	Monday - Friday		✓								✓	✓		Friendly visits, transportation, help with correspondence and personal business, errand running, grocery shopping, escort to social or business functions, daily telephone checkups, advocacy, etc. Doesn't have capability to transport wheelchairs, but can accomodate other disabilities.
Elmview Residential Services	Non-profit	Kittitas, Yakima, and Chelan/Douglas counties			✓								✓			Transportation services as part of residential living and transportation to medical appointments and/or shopping as part of home care.
Enumclaw Community Hospital	Faith-based	King County (Enumclaw, Black Diamond, Bonney Lake, Buckley, Burnett, Carbonado, Cumberland, South Prairie and Wilkeson)	Monday - Friday		✓							✓		✓		Provides service to appointments; service expanded to public from just seniors.
Enumclaw Senior Activity Center	General Purpose Government	King County	Monday - Friday		✓									✓		Adults 55 years and older; provides transportation to/from center
Everett Transit	General Purpose Government	City of Everett	Seven days a week		✓	✓	✓					✓	✓	✓		
Fairfield Good Samaritan Center	Non-profit	Spokane Area (30 miles from Spoken)	Once a month		✓		✓						✓	✓		Provides demand response services once a month; A contractor provides transportation service called Special Mobility Service - 12 trips per month
Faith in Action West Sound	Non-profit	N. Mason, S. Kitsap	Seven days a week	✓	✓					✓			✓	✓		As far as Bremerton and Silverton to take people to medical appointments. Free service, rely on volunteer drivers.
Fort Road Transit	Non-profit	Toppenish to White Swan, WA	Monday - Friday							✓		✓				Operated by People for People
Garfield County Public Transportation	Unincorporated Transportation Benefit Area	Countywide, Garfield County	Monday - Friday		✓		✓	✓		✓		✓	✓			Provides intercity service two days a week, Dial-a-ride services to the general public three days a week, and paratransit service once a week

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					Service Type							Passenger Type				
Gig Harbor/Peninsula FISH	Non-profit	Gig Harbor/Key Peninsula			✓										✓	Available for urgent trips to a doctor, hospital, clinic or for chemotherapy or radiation.
Grant Mental Healthcare	General Purpose Government	Grant County	Monday - Friday		✓							✓	✓	✓	✓	Prefer to refer clients to other transportation services (People for People, Grant County transit, etc.). When necessary, staff may be able to provide a ride.
Grant Transit Authority	PTBA	Countywide, Grant County	Monday - Friday		✓		✓	✓		✓			✓			
Grays Harbor Transit	Transportation Authority	Countywide, Grays Harbor County	Seven days a week		✓	✓	✓			✓		✓	✓			
Grays Harbor Transit	Transportation Authority	Countywide, Grays Harbor County	Seven days a week		✓	✓	✓			✓		✓	✓			
Group Health Volunteer Transportation Program (also known as Transportation Assistance Program)	Non-profit	King County (parts); Greater Seattle Area	Monday - Friday		✓									✓		Provide transportation for members to and from medical appointments. Over age of 60 and are *frail,* but must be able to access vehicle with only limited assistance. Must be Group Health member.
Hillyard Senior Center - Transportation	Non-profit	Spokane County	Monday - Friday		✓									✓		
Hopelink	Non-profit	King County	Seven days a week				✓	✓				✓			✓	Hopelink coordinates transportation to and from medical appointments for low income residents on Medicaid assistance. Hopelink operates Dial-a-Ride Transit (DART) under a contract with King County Metro. DART offers variable routing in some areas within King County. It operates on a fixed schedule with more flexibility than regular Metro Transit buses. Hours and days of service vary by route.
HopeSource	Non-profit	Kittitas County	Monday - Friday		✓	✓						✓	✓	✓	✓	
Human Services Council	Non-profit	Clark County. Also Medicaid Broker for Clar, Cowlitze, Klickitat, Skamania, and Wahkiakum Counties	Seven days a week		✓			✓					✓	✓	✓	
Indian Health Services		Pierce and King County	Monday - Friday													
Intercity Transit	PTBA	The cities of Olympia, Lacey, Tumwater, and Yelm and the area approximating the Urban Growth Areas of these cities	Seven days a week		✓	✓	✓				✓	✓	✓	✓	✓	
Interfaith Association of Snohomish County	Faith-based	Snohomish County													✓	
International District Parking Association (IDPA) dba Merchants Parking Association (MPA)	Non-profit	King County, Some Snohomish, Some Pierce. I-5 Corridor. Some F/T throughout state	Seven days a week		✓	✓	✓	✓		✓		✓	✓	✓	✓	Work with Hopelink. Broker for demand response, fixed routes, ADA Paratransit, and Deviated Fixed Routes. Limited intercity service. No Job Access currently, but would like to. General public service is shuttles e.g. for Amazon, Gates Foundation, Schools.
Island County Volunteer Chore and Medical Transportation	Non-profit	Seattle area (200 mile radius)	Seven days a week	✓	✓		✓						✓	✓		60 or older
Island Transit	PTBA	Countywide, Island County	Six days a week		✓	✓	✓	✓				✓	✓		✓	
Jefferson Transit	PTBA	Countywide, Jeffersno County	Seven days a week		✓	✓	✓	✓	✓	✓	✓	✓	✓			
Key Peninsula Ambulance District 16	General Purpose Government	Lakebay - NW Pierce County	Seven days a week		✓							✓				Limited non-emergency medical transportation; people can call emergency line.
King County Metro Transit	General Purpose Government	King County	Seven days a week		✓	✓	✓					✓	✓	✓		

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Kirkland Community Senior Center Shuttle - Peter Kirk Community Center	General Purpose Government	Kirkland City Limits (not greater Kirkland)/ Juanita area	Monday - Friday		✓								✓	✓		Primarily seniors, 50+. Van is equiped to serve disabled. Pickup/dropoff to activities at center as well as trips to grocery store.
Kitsap Transit	PTBA	Countywide, Kitsap County	Seven days a week		✓	✓	✓					✓	✓			
Korean Women's Association - Senior Daycare Program	Non-profit	Tacoma and Pierce County	Monday - Friday		✓									✓		Have 2 vans, transport clients to center for meals and activities, approx 10 am - 2 pm. Pierce County transit transports disabled clients.
L.E.W.I.S. Mountain Highway Transit	Non-profit	Eastern Lewis and southeastern Pierce Counties	Monday - Friday		✓	✓		✓		✓	✓	✓	✓	✓		Deviated service for disabled and seniors
Link Transit	PTBA	Countywide, Chelan County, and western and south Douglas County	Six days a week		✓	✓	✓	✓				✓	✓			
Lions Low Vision Clinic	Non-profit	Pierce, King, Snohomish County											✓			
Lower Columbia Community Action Council	Non-profit	Longview to Naselle, Longview to Chehalis, Longview to Vancouver	Six days a week	✓	✓	✓	✓					✓	✓	✓		
Makah Public Transit	Tribal Government	Neah Bay village and surrounding housing areas	Six days a week		✓	✓						✓	✓	✓		
Maple Valley Community Center Van	Non-profit	Maple Valley Area in King County	Three days a week		✓			✓					✓	✓	✓	Lift vehicle, MWF, w/in Maple Valley/Cuttington/Baclk Diamond (also larger county). "Access" type rides for elderly or disabled. Will take low income to local food bank. Also provides service for Catholic Community Services medical access program. Operates Mon, Wed, Fri
Mason County Transportation Authority (Mason Transit)	PTBA	Countywide, Mason County	Six days a week	✓	✓		✓	✓		✓	✓	✓	✓			
MediRide		Snohomish County	Six days a week													
Mercy Transportation		King and Snohomish County											✓	✓		
Mt. Adams Transportation Service	General Purpose Government	Klickitat County with adjacent destinations in the Columbia River Gorge, Yakima, Portland and Vancouver	Monday - Friday	✓	✓							✓		✓		
Mt. Si Community Shuttle	Non-profit	Upper Snoqualmie Valley	Monday - Friday		✓							✓	✓	✓	✓	
Mt. Si Senior Center		SV from serve between N. Bend and Monroe	Monday - Friday		✓							✓	✓	✓	✓	Metro funds service to mitigate need to send Access vans to rural area. Have 3 vans and also dispatch 4 vans for Sno Valley Senior Center (Sno Valley Shuttle). Serve seniors and disabled as well as transportation dependent general public.
Mukilteo Family YMCA	Non-profit	Snohomish County												✓		Run senior trips (from web).
Neighborhood House	Non-profit	King County	Monday - Friday		✓		✓		✓				✓	✓	✓	
Northshore Senior Center	Non-profit	King and Snohomish County	Monday - Friday		✓								✓	✓		
Northwest Transport, Inc	For-profit	Pierce, King, Snohomish County			✓							✓				
Northwestern Trailways	For-Profit	Statewide	Seven days a week		✓	✓						✓				
Okanogan County Transportation and Nutrition	Non-profit	Okanogan, Chelan, Lincoln, and Douglas Counties	Monday - Friday		✓			✓	✓	✓		✓	✓		✓	

Operating Name	Agency Type	Service Area	Days of Service	Volunteer Drivers	Demand Response	Fixed Route	ADA Paratransit	Deviated fixed-route	Job access	Intercity	Vanpool	General Public	Disabled	Senior	Low Income	Notes
				Service Type								**Passenger Type**				
Olympic Bus Lines	For-Profit	Port Angeles to Seattle area (service through Clallam, Jefferson, Kitsap, and King Counties)	Seven days a week			✓						✓				
Olympic Community Action Programs	Non-profit	Clallam and Jefferson Counties	Seven days a week		✓						✓				✓	
Outdoors for All Foundation (formerly SKIFORALL Foundation)	Non-profit	Puget Sound Area	Seven days a week	✓	✓								✓			Provide opportunities to participate recreational activities - accessible transportation for participants. Pickup from a central location, provide transportation to event, then drop off at same location. Participants are picked up by caregivers, etc. In winter, mostly Friday - Sunday
PACE Van Service	Non-profit	Snohomish County Area, w/in & outside (as far as Seattle)	Six days a week		✓							✓	✓	✓	✓	Paratransit Services contracts with them for economically disadvantaged. Demand response but need to schedule about 4 days ahead due to availability. Also accept private pay, which is open to general public. Operate until 3 pm on Saturdays.
Pacific Transit	PTBA	Countywide, Pacific County	Six days a week	✓	✓	✓				✓		✓	✓			
Palouse Industries & Early Learning Services	Non-profit	Agency serves Latah (IH) and Whitman Counties. Program serves Whitman County.	Monday - Friday			✓			✓				✓		✓	Operates a new ADA accessible mini-van and three older 14-passenger maxi-vans in support of its services. One fixed route from Pullman to Colfax. Clients need to get to one of the stop locations and are dropped off at that location after work. A lot of people served also use Pullman Transit Dial-aRide and COAST, e.g. to get to medical appointments. Some clients use Wheatland Express - serves from Idaho to Pullman. Need transit service throughout the county - sees this as one of the biggest barriers to employment. Low-income eligible only if disabled.
Paratransit Clallam	Non-profit	Clallam County	Six days a week		✓		✓						✓	✓		Operated by Paratransit Services
Paratransit Services, Inc.	Non-profit	Clallam, Cowlitz, and King Counties - see notes	Seven days a week		✓		✓					✓	✓	✓	✓	Operate buses in Clallam County (ADA), Longview (ADA; Cowlitz County) and Renton (Medicaid - Appointmentst; King County). Also broker Medicaid Transportation Services for Regions 2, 4, 5, and 6, in northwestern Washington: Snohomish, Pierce, Clallam, Jefferson, Kitsap, Mason, Grays Harbor, Pacific, Thurston, and Lewis Counties. Service days vary by route.
People for People - Hospice Friends	Non-profit	Kittitas County (also Yakima on as-available basis)	Monday - Friday	✓	✓									✓		Volunteers provide transportation for individuals to and from medical appointments in Kittitas County and out of the county (typically Yakima) on an as-available basis (weather permitting). Have a life threatening illness and/or on hospice services and/or considered to be "frail elderly" - typically those over 65 that need some extra equipment or supplies to help them live independently.
People for People - Moses Lake	Non-profit	Yakima, Kittitas, Grant and Adams County	Monday - Friday		✓			✓	✓			✓			✓	
People for People-Yakima	Non-profit	Yakima, Union Gap, Selah	Monday - Friday		✓			✓		✓		✓	✓	✓	✓	
Pierce County Community Services	General Purpose Government	Pierce County	Seven days a week		✓		✓						✓	✓	✓	
Pierce Transit	PTBA	Central and northern Pierce County, including the Gig Harbor and Key Peninsulas	Seven days a week	✓	✓	✓						✓	✓			
Provail	Non-profit	King and Snohomish County											✓			Transportation is provided to participants in the Community Living Program

Operating Name	Agency Type	Service Area	Days of Service	Service Type								Passenger Type				Notes
				Volunteer Drivers	Demand Response	Fixed Route	ADA Paratransit	Deviated fixed-route	Job access	Intercity	Vanpool	General Public	Disabled	Senior	Low Income	
Providence Elder Place	Non-profit	Most of King County	Monday - Friday		✓								✓	✓	✓	Providence ElderPlace is a program of health care and social services for older adults. PACE (Program of All Inclusive Care for the Elderly) programs keep older adults as healthy as possible in the community by providing comprehensive health care and social services including: primary and specialty medical care, a day health program, social work services, rehabilitation, housing (if necessary) and much more. Transportation service is provided for those enrolled in Providence Elderplace, for transportation to/from the facility and/or other medical care.
Pullman Senior Citizens Association	General Purpose Government	Pullman and surrounding area for special activity trips	Seven days a week		✓									✓		
Pullman Transit	General Purpose Government	City of Pullman, Whitman County	Seven days a week		✓	✓	✓					✓	✓	✓		
Redmond Senior Center MS:CHSC	General Purpose Government	Redmond, King County (must be within city limits for pickup/dropoff but trips open to those outside the city)	Two days a week		✓								✓	✓		The RSC bus offers transportation services, such as grocery shopping and day trips. The RSC also maintains current information on other transportation systems such as METRO, ACCESS, and Sound Transit. 50+. Have lifts. Stopped daily transportation due to lack of demand. Grocery shopping 1x/wk for people w/in city limits. Day trips for people all over, with pickups for those in city limits. Thurs (grocery), Tues (day trips - may vary)
Regional Reduced Fare Permit	General Purpose Government	King County	Monday - Friday										✓	✓		Also known as senior or disabled bus pass, this permit costs $3.00 and entitles you to reduced fares on Metro Transit, Washington State Ferries, Community Transit, Everett Transit, Intercity Transit, Jefferson Transit, Kitsap Transit, Mason Transit, Pierce Transit, Skagit Transit and Sound Transit. Each transit agency sets their own reduced fare structure.
Rural Resources Community Action	Non-profit	Stevens, Ferry, and Pend Oreile Counties	Monday - Friday	✓	✓		✓					✓	✓	✓	✓	Listed as Medicaid access transportation. Also provides Head Start transportation for preschool aged, low-income children. Some volunteer transportation is available evenings and weekends
Salvation Army	Faith-based	Everett and Snohomish County														
Samish Indian Nation	Tribal Government	Between Anacortes, Fidalgo Island and Oak harbor, Whidbey Island	Monday - Friday					✓						✓	✓	
SeaTac Senior Program	General Purpose Government	Residents of Seatac. King County	Monday - Friday	✓	✓								✓	✓	✓	Trips (Seatac residents only) and lunch program. Don't do pickups for motor coach, weekend, or late night events. Also low income and disabled (only if seniors). Mon (trips). Tues-Fri (lunches).
Seattle Indian Health Board		Pierce, King, Snohomish County	Monday - Friday												✓	
Senior Companion Program	General Purpose Government	Varies by program		✓										✓		Four SCP programs in Washington State.
Senior Service for South Sound	Non-profit	Rochester, Tenino, Bucoda, and outlying areas			✓									✓		
Senior Service for South Sound	Non-profit	Rochester, Tenino, Bucoda, and outlying areas	Monday - Friday		✓									✓		Rides are available for Senior Nutrition Programs and essential errands on Tuesdays and Thursdays; medical appointments on Mondays, Wednesdays and Fridays.
Senior Service Transportation Program				✓										✓		
Senior Services of Seattle/King County	Non-profit	Urban, suburban and rural King County	Monday - Friday		✓									✓		
Senior Services of Snohomish County	Non-profit	Snohomish County	Monday - Friday		✓		✓				✓		✓	✓		

				Service Type								Passenger Type				
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Sherwood Community Services	Non-profit	Snohomish County (generally from Edmonds to as far north as Arlington and as far east as Sultan/Gold Bar)	Seven days a week		✓				✓				✓	✓	✓	May provide transportation to clients to/from job site, but ideally on a short term basis. Try to connect people with community resources. Help people fill out applications, e.g. for DART service. Support bus training programs provided by transit agencies. Generally Monday - Friday. Seniors and low income only if disabled.
Shriners Hospitals for Children (Spokane)	Non-profit	Generally to/from Airport, sometimes to Inland Imaging (10-15 mile radius)	Monday - Friday	✓				✓								Have shuttles to provide service to/from airport, as needed. Serve children.
Skagit Transit	PTBA	Generally northern three-quarters of Skagit County	Seven days a week		✓	✓	✓			✓		✓	✓			
Skamania County Public Transit	General Purpose Government	Between Skamania County and Clark County, serving communities along State Highway 14(Carson, Stevenson, North Bonneville, Skamania, Prindle)	Monday - Friday					✓		✓		✓				Deviated route for the general public.
Skamania County Senior Services	General Purpose Government	Skamania County and a 50-mile radius outside the county borders	Monday - Friday		✓		✓					✓	✓	✓		The service is also provided for Mediicaid recipients. Weekend service can be arranged.
Sno Valley Senior Center	Non-profit	King County (Snoqualmie Valley only)	Monday - Friday	✓	✓		✓		✓			✓	✓	✓	✓	Focus on disabled and senior. Sno Valley Shuttle - Door to door, w/c equiped vans. Mt. Si Senior Center does dispatch for their senior shuttles. Ruth is the contact there. Mt. Si dispatches their buses as well as SVT (Snoqualmie Valley Transportation) shuttles. For drivers, participate in Senior Services program (Valley Only) . They use volunteers when need to go on trips outside the valley.
Snohomish County Center for Battered Women	Non-profit	Snohomish County	Seven days a week		✓							✓				For clients, provide bus passes on a limited basis, vouchers for gas. Pick up people who are fleeing for safety, to/from court, and also children's program.
Solid Ground (formerly Fremont Public Association) - Personal Transit Program	Non-profit	King County	Seven days a week		✓		✓						✓		✓	ADA transportation for King County Metro. Also have Working Wheels and Community Garage Programs.
Soroptimist International Of Friday Harbor	Non-profit	San Juan County	Seven days a week		✓								✓			Also provide free ferry tickets and/or free courtesy cars/van at ferry terminal, airports
Sound Transit	Transportation Authority	Urbanized area of King, Pierce and Snohomish Counties	Monday - Friday			✓				✓		✓	✓	✓		
South County Senior Center		Lynnwood and Edmonds area	One day per week											✓		Operates on Mondays.
Special Mobility Services, Inc (SMS)	Non-profit	Spokane County, southern Pend Oreille County, and Priest River, Idaho	Seven days a week		✓	✓	✓	✓	✓			✓	✓	✓		
Spokane Mental Health - Care Cars for Elders	Non-profit	Spokane County	Monday - Friday		✓									✓		
Spokane Mental Health - New Hope Resource Center - Transportation for the Elderly / Disabled	Non-profit	Serves from Francis street in Spokane, WA to Mead, Colbert, Elk, Chattaroy and Riverside areas	Two days a week		✓		✓						✓	✓		Operates Tue/Thu

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Spokane Mental Health - Wheelchair Transport and Quality	Non-profit	Inland Northwest	Seven days a week		✓		✓						✓			
Spokane Transit Authority	PTBA	Most of Spokane County	Seven days a week		✓		✓				✓		✓			
Squaxin Island Tribe	Tribal Government	Kamilche, Mason County; Elma, Grays Harbor County; and Steamboat Island, Thurston County	Monday - Friday	✓	✓	✓	✓						✓			Provided for tribal members and Mason County Service area residents with disabilities
Stanwood Senior Center		King and Snohomish County														
Sunrise Services	Non-profit	Facilities in Everett and King County	Seven days a week	✓	✓								✓			Serve developmentally disabled. Contract w/Paratransit, a few of own vehicles. Grocery shopping, errands.
The Arc of Tri-Cities - Coalition Transportation Service	Non-profit	Benton and Franklin Counties	Monday - Friday		✓		✓		✓				✓	✓		Contract through Ben Franklin transit. No charge, but must meet criteria. Some clients pay for discounted passes. Transport to/from day/programs. Serve Goodwill/Columbia thrift stores for Job Access programs. Also have their own work program. Also serve adult day programs. Can't use volunteer drivers because of state of Washington insurance requirements from the contracting agency.
Thurston Regional Planning Council	Special District	Nisqually Reservation and surrounding rural areas of Yelm and Rainier and the Confederated Tribes of the Chehalis Reservation and adjacent rural communities of Tenino, Bucoda, and Rochester	Monday - Friday		✓			✓	✓			✓			✓	
Transpro Inc.	For-profit	SE Pierce County and Northeaster Thurston County	Monday - Friday									✓				
TRPC Rural & Tribal Transportation	General Purpose Government	Rural portion of Thurston County	Monday - Friday		✓		✓	✓	✓			✓	✓	✓	✓	Provides public transportation services and connections to individuals living outside Intercity Transit's (I.T.) Public Transportation Benefit Area. Special emphasis is placed on people with low incomes and work related trips. Serves general public, emphasis on rural/tribal
Twin Transit	PTBA	Cities of Centralia and Chehalis, Lewis County	Seven days a week		✓		✓	✓				✓	✓			
Valley Transit	PTBA	Walla Walla / College Place Area, Asotin County; Latah, and Nez Perce Counties in Idaho	Six days a week		✓	✓	✓					✓	✓	✓	✓	
Vashon Island Community Care Center	Non-profit	Vashon-Maury Island												✓		
Village Community Services	Non-profit	Snohomish, Island and Skagit counties	Seven days a week		✓			✓					✓			Developmentally disabled adults. Vocational and residential program. Facilitate public transportation use to the extent possible, but have agency vehicles as well. Monday - Friday (vocational); Seven days a week (residential)
Volunteer Transportation	Non-profit	King County	Monday - Friday	✓	✓								✓	✓		Medical service provided by volunteer drivers, serves 60+ only. Senior Shuttle provides demand response service, also serves persons with disabilities of any age.
Volunteers of America Western Washington	Faith-based	Snohomish County	Monday - Friday									✓				

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					Service Type							Passenger Type				
Wahkiakum County Health and Human Services	General Purpose Government	Wahkiakum and also into Pacific and Cowlitz Counties	Monday - Friday		✓			✓	✓	✓		✓	✓	✓	✓	Transportation Referrals through Human Services Council. Health and Human Services verifies eligibility. * Medicaid Low Income Transportation * Lower Columbia Community Action Program (CAP) * "Wahkiakum on the Move" transit system - accomodations (LIFT, door-to-door. Also set schedule of stops with ability to deviate). Medicaid Transit through Health Services Council out of Vancouver.
Walla Walla RSVP (Retired and Senior Volunteer Program)	Non-profit	Walla Walla	Monday - Friday	✓										✓		Volunteeers help with Meals on Wheels. Use own vehicles, reimb mileage.
Walla Walla VA.	General Purpose Government	Idaho, Oregon, Washington State (will arrange/refer if can't provide directly)	Monday - Friday	✓	✓	✓		✓		✓					✓	Based in VA Medical Center. DAV provides client-based, access to medical trips using program vehicles and primarily volunteer drivers. Veterans, not necessarily disabled, but not able to drive in general or due to type of appointment, e.g. eye. T/Th La Grande to Walla Walla via Pendleton. W Walla Walla to Pendleton. Tri Cities to Walla Walla. Also Transportation Center, goes by income, provides tickets. Valley Transit provides dial-a-ride service in Walla Walla as well.
Wallingford Community Senior Center	Non-profit	Wallingford and North Seattle	Monday - Friday		✓			✓					✓	✓	✓	Seniors are primary population. Disabled and low income secondarily.
Warm Beach Senior Community	Non-profit	Seattle on some trips (50-mile range), mostly w/in 10 miles. Snohomish County	Seven days a week	✓	✓	✓								✓		Step, 20 pass mini-buses. Minivan. Diff trips/outings, medical appointments. Occasional use of volunteer drivers (maintain a list)
Whatcom Transportation	PTBA	Whatcom County	Seven days a week		✓	✓	✓	✓		✓			✓	✓		
White Express Transportation Inc.		King and Snohomish County	Six days a week													
Work Opportunities													✓			
Yakama Nation Area Agency on Aging	Non-profit	Yakima Reservation	Monday - Friday			✓						✓		✓		The route distance is 41 miles (round trip). Contract it out to People for People. Service provided from 6 am to 6pm.
Yakima Transit	General Purpose Government	City of Yakima	Seven days a week		✓	✓	✓				✓	✓	✓			
Yelm Community Center (Senior Multipurpose Center)	Non-profit	15 mi radius from center in Yelm	Monday - Friday	✓	✓								✓	✓	✓	Mainly pickup for lunch. Affiliated with South Sound Services for Seniors, Both buses with W/C lifts. Also to/from medical appointments. Seniors defined as 50+ are primary focus. Would also accept non-seniors if contact them on space permitting basis.
YMCA of Snohomish County/Southeast Branch		SE Snohomish County	Six days a week											✓		

APPENDIX D

PUBLIC TRANSPORTATION GRANTS PROGRAM

Washington State Department of Transportation

Public Transportation Grants Program

The Washington State Department of Transportation's (WSDOT) public transportation grants help provide access, mobility, and independence to Washington residents. The 2007 State Transportation Budget continued the commitment to public transportation programs made possible by the 2003 Legislative Transportation Funding Package and the 2005 Transportation Partnership Package. Coupled with federal funds, these grants help to provide:

- Transit services within and between cities
- New buses and equipment
- Public transportation service for the elderly and people with disabilities
- Public transportation in rural areas

Who receives the grants?

Many types of organizations may qualify for public transportation grants including:

- Transit systems
- Non-profit agencies
- Tribal governments
- Senior centers
- State agencies
- Cities and counties
- Special districts such as schools and ports
- Private, for-profit operators
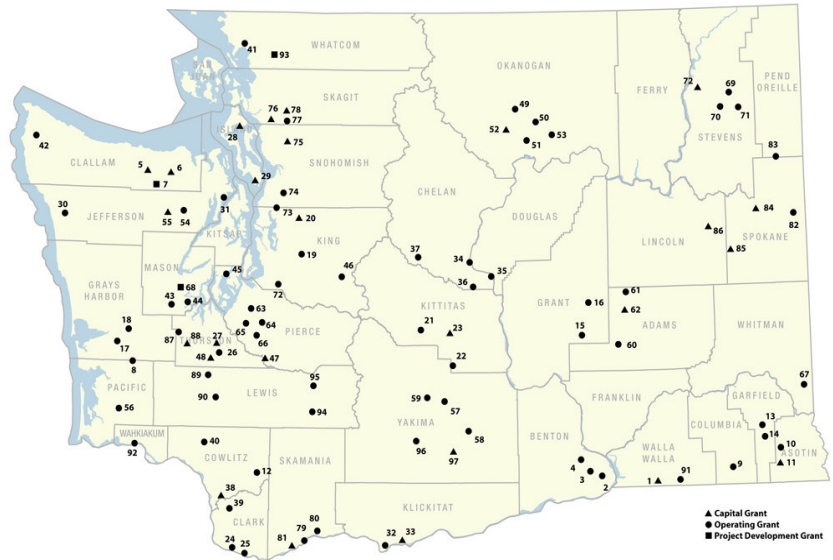
2007-2009 distribution of public transportation competitive grants across the state.

How are the funds put to work?

The 2007–2009 public transportation grants are at work across the state. WSDOT awarded state and federal grants in July 2007, for a record 136 projects through the state's competitive and formula public transportation grants program. The grant funds are purchasing approximately 145 vehicles and providing transportation for people living in rural areas, people with special transportation needs and the general public in 38 counties.

What is WSDOT's role in managing the grants?

WSDOT's grants staff are responsible for:

- Managing project selection and funding distribution
- Working with each grantee to finalize project scope, budget, and grant agreements
- Monitoring grantees for performance and compliance with state and federal regulations
- Assisting in vehicle purchases and maintaining a vehicle inventory database
- Providing training and technical assistance to grant recipients in the form of transportation planning, contract management and marketing
- Reporting to the Washington State Legislature and the Federal Transit Administration on performance of state and federally funded projects

What types of grants are awarded?

WSDOT created a consolidated grant application process in 2003 to combine the applications for state and federal public transportation grants. Timelines for all state and federal funding awards were brought in line with the state biennium. This allowed applicants to submit their proposals for all types of grant funding just once every two years instead applying separately for each grant program.

Through the consolidated grant program, WSDOT awarded nearly $59 million in public transportation grants for July 1, 2007 to June 30, 2009 projects statewide. The funding was provided from a combination of state and federal sources.

2007-2009 State Grants

Helping people get to work and back home

In 2003, the legislature provided the 10-year Legislative Transportation Funding Package that significantly expanded the state's rural mobility grant program and added new Paratransit/Special Needs grants. The Legislature provided an additional $5 million in Paratransit/Special Needs grants through the 2005 Transportation Partnership Package.

For 2007-2009, WSDOT awarded approximately $33 million in the competitive process and $28 million in formal grants.

Rural Mobility Grants - $16.9 million

Rural mobility grants provide a lifeline for many rural citizens who rely on public transportation to hold jobs and maintain their independence. Through a competitive grant application process, $8.4 million was awarded to transportation providers. Through formula based grants, $8.5 million was also provided to rural and small city transit agencies.

Paratransit/Special Needs Grants - $25 million

Paratransit/Special Needs grants support public transportation for persons who, because of their age, disabilities, or income status, are unable to provide their own transportation. Through a competitive grant application process, $5.5 million was awarded to non-profit transportation providers. Through formula based grants, another $19.5 million was awarded to assist transit agencies with maintaining public transportation services for people with special transportation needs.

2007-2009 Federal Grants

WSDOT administers several Federal Transit Administration (FTA) grant programs. For 2007-2009, WSDOT matched state and local funds with FTA funds and administered more than $21.5 million in federal public transportation grants.

Elderly and People with Disabilities Grant
$2.26 million

This program benefits the elderly and people with disabilities that cannot provide transportation for themselves. FTA allows funding to be used for capital purposes. Recipients are primarily restricted to non-profit organizations.

Rural Public Transportation Grant
$12.7 million

This program provides a lifeline for people in rural areas who need access to health care, education, employment, public services, shopping and recreation. The funds can be used for operating, capital and planning purposes.

Job Access and Reverse Commute Grant
$2.54 million

This program benefits people with low-income by providing transportation to employment or employment related activities. FTA allows funding to be used for operating, capital and planning purposes.

New Freedom Grant
$1.5 million

Providing mobility for people with disabilities

This program provides additional tools to people with disabilities seeking the ability to enter the work force and other societal activities. FTA allows funding to be used for operating capital, and planning purposes.

APPENDIX E
ACCT BYLAWS

ACCT By-Laws

- Article I -- Purpose
- Article II -- Membership
- Article III -- Meetings
- Article IV -- Quorum
- Article V -- Minutes
- Article VI -- Change or Repeal of Internal Rules
- Article VII -- Expenses of Council Members
- Article VIII -- Working Groups and Committees

ARTICLE I

PURPOSE

The Agency Council on Coordinated transportation is an interagency team responsible for recommending policies and guidelines to promote institutional and operational structures encouraging the efficient coordination of transportation programs and providers.

Through coordination we can improve access and mobility to those who cannot transport themselves or purchase transportation, such as the elderly, low income, children and people with disabilities. This will allow them access to jobs, education, and needed goods and services.

ARTICLE II

MEMBERSHIP

Section 1. Voting Members

The Council shall consist of nine voting members. The voting members are:

a) Secretary of Department of transportation or designee b) Secretary of Department of Social and Health Services or designee; c) Superintendent of

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Community Projects

ACCT Meetings

Working Group

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Public Instruction or designee; d) representative of Washington State Transit Association; e) representative of Community transportation Association of the Northwest; f) representative of Washington Association of Pupil transportation; g) representative from the Office of the Governor; and, h) two persons representing consumers of special needs transportation services.

The Council shall be notified, in writing, of a designee or change of representative prior to or at the beginning of a meeting. In addition, Council members may notify the Chairperson an alternate who may serve as a full voting member in the unavoidable absence of the Council member.

Section 2. Non-Voting Members

Members of the Legislature and/or their staff are recognized as non-voting members of the Council.

Section 3. Officers of the Council

1. The Chair of the Council shall be the Secretary of the Department of transportation or designee. The Chairperson shall preside over all meetings of the Council and do all such other things that are appropriated for or delegated to such officer by the Council.

The Chairperson will be the sole signatory on grant applications. Council members will have one week to review such applications before they are submitted.

2. A Vice-Chair may be elected by the council to serve for a term of one year.

Section 4. Staff of the Council

The Department of transportation shall provide administrative support to the Council. The Department will appoint a Council Secretary to serve that purpose.

ARTICLE III

MEETINGS

Section 1. Time and Place of Meetings

Regular public meetings of the Council must be held at least four times each year.

A special meeting of the Council may be called by the Chairperson or by a majority of the members of the Council, by delivering personally or by mail

written notice to all other members of the Council at least twenty-four hours before the time of such meeting as specified in the notice. The notice calling a special meeting shall state the purpose for which the meeting is called and the date, hour, and place of such meeting.

Section 2. Notice to Members of Meetings

Notice of all regular meetings shall be given by the Council Secretary in writing to each member by posting in the U.S. mail a notice addressed to other member at their business or residency address furnished to the Council. Such notice shall be posted at least ten (10) days prior to the meeting. Members present at any meeting shall be deemed to have waived notice as of that meeting.

Prior to any regular meeting of the Council, subject material on agenda items shall be provided by the Council Secretary and mailed to Council members prior to the meeting.

Section 3. General Notice of Meeting and Agenda Items

A notice of regular public meetings of the Council shall be given by the Council Secretary in writing to all persons who have made a timely request of the Council at least twenty (20) days prior to the meeting.

Section 4. Business of the Council

All business of the Council shall be transacted by motion and/or resolution which may be made by any member in attendance, including the Chairperson, and shall require a second. Voting on all motions and resolutions shall be by voice unless a special division is called for by a member, in which case the roll shall be called by the Chairperson, and the vote of each member shall be recorded. Except as otherwise provided, Robert's Rules of Order, latest edition, shall govern the meetings of the Council.

ARTICLE IV

QUORUM

The presence of a majority of the current voting Council membership or their alternates shall constitute a quorum for the transaction of business of the Council.

It shall require a majority of those members to carry any motion and/or resolution unless otherwise set forth in these rules.

ARTICLE V

MINUTES

All actions of the Council shall be by motion and/or resolution, maintained at the Public Transportation and Rail Office within Washington State Department of transportation, and shall be open to the public for inspection at all reasonable times.

ARTICLE VI

CHANGE OR REPEAL OF INTERNAL RULES

Amendment, alteration, change, additions to or repeal of the rules governing internal management of the Council, not affecting regular procedures available to the public, and not in conflict with state law, may be made by resolution of the Council pursuant to other applicable sections of these rules.

ARTICLE VII

EXPENSES OF COUNCIL MEMBERS

Members of the Council shall 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. Eligible Council members will receive reimbursement for travel and per diem expenses for attendance and participation in the following activities:

(a) All officially called regular and special meetings of the Council. (b) Attendance at working group or committee meetings at the request of the Chairperson. (c) Attendance at regional or area community and transportation conferences or meetings within the state as designated by the Council or Council Chairperson. (d) Meetings and hearings to such committees as the State Legislature or the Governor's Office as they relate to coordinated transportation, as designated by Council or Council Chairperson.

ARTICLE VIII

WORKING GROUPS AND COMMITTEES

The Council can, at their discretion, establish permanent or ad hoc working

groups or committees. Members of the Council may be appointed by the Chairperson to these working groups or committees.

Traffic & Roads | Search | Contact WSDOT | WSDOT Business | WSDOT Home

APPENDIX F

COMPREHENSIVE CASE STUDIES

Background

As part of this project, the consultant team examined human service transportation delivery and related issues in more detail in four "case study" counties. These counties were Lincoln, Pierce, Snohomish and Yakima Counties which were selected because they represent diverse geographic areas of the state, and also represent urban, suburban, small city and rural constituencies. The case studies allow for a more in-depth assessment of how services are funded at the local level, and about the range of providers that participate in that particular community. Through the case studies, efforts were also made to identify additional service providers that may not have been included in the initial inventory findings discussed in Chapter 2.

The case studies also report on how coordination activities are conducted in those counties, and suggest key findings that may be relevant to similar counties. As part of the study process, a stakeholder forum was convened in each of the four case study counties. The initial forums, held in Snohomish and Yakima Counties, focused on identification of transportation barriers faced by customers, as well as institutional barriers faced by service providers or funders. The second set of forums, convened in September 2008, focused on review and confirmation of key findings that were revealed through the study's investigation, and discussion of strategies or solutions that would best address these barriers.[1]

Overview of Case Study Counties

Figures 1 through 4 outline basic population and operating characteristics in the case study counties and statewide.

Figure 1 presents basic population characteristics for the four case study counties, including the total population as well as the percentage of the population who are 15 years and younger, 65 years and older, have a disability, or are low income.

Figure 1   Basic Population Characteristics

Area	Total population*	% of state population	% persons aged 15 or younger	% persons aged 65+	% persons w/ disability	% low income
United States	281,421,906		23%	12%	19%	21%
State of Washington	5,894,121		23%	11%	18%	18%
Lincoln County	10,184	1.7%	22%	19%	22%	22%
Pierce County	626,034	12%	24%	9%	20%	18%
Snohomish County	606,024	10%	24%	9%	12%	12%
Yakima County	218,966	4%	28%	11%	22%	33%

Source: 2000 Census

Figure 2 outlines the total revenue spent by transit agencies in Snohomish, Pierce, and Yakima counties. (There is no transit agency in Lincoln County). In addition, it shows the level of transit

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[1] See Appendix C for more detail about the forums.

investment per person in the county. Community Transit, in Snohomish County, has by far the largest total revenue with more than $121 million and spends $258 per person within its service area; whereas, Yakima County has a smaller budget of nearly $7 million and spends approximately $85 per person within its service area.

Figure 2 Transit Agency Revenues

	Total Revenue	Total Revenue/ Population
Community Transit (Snohomish County)	$121,051,682	$258
Everett Transit (Snohomish County)	$ 20,314,884	$201
Pierce Transit	$116,074,942	$161
Yakima Transit	$ 6,958,708	$85
Statewide Total	**$1,640,098,837**	**$309**

Source: 2006 WSDOT Summary of Public Transportation

Figure 3 highlights fixed route operating statistics for transit agencies in Snohomish, Pierce, and Yakima counties in relation to urbanized, small urban, and rural areas and as well as statewide fixed route systems. In addition to showing the service area population, revenue vehicle hours, and passenger trips, the table shows operating cost per passenger trip, an efficiency measure. It also shows revenue vehicle hours per person, a measure of service availability, and the number of passenger trips per person, which shows how much the system is used. Of the case study transit systems, Pierce Transit has the largest service area population and the most revenue vehicle hours and passenger trips. Community Transit spends the most per passenger trip, considerably more than the range of $4.27-$4.88 among other case study agencies. Community Transit offers the highest number of revenue vehicle hours per person (1.17) and passenger trips per person of all of the case study transit agencies.

Figure 3 Fixed Route Operating Statistics

	Service Area Population	Revenue Vehicle Hours	Passenger Trips	Operating Costs/ Passenger Trip	Revenue Vehicle Hours/ Population	Passenger Trips/ Population
Community Transit (Snohomish County)	469,650	550,708	10,757,228	$7.13	1.17	22.90
Everett Transit (Snohomish County)	101,100	100,720	2,112,866	$4.27	1.00	20.90
Pierce Transit	721,445	669,826	14,384,320	$4.88	0.93	19.94
Yakima Transit	81,710	52,301	1,176,616	$4.31	0.64	14.40
Urbanized (excludes Sound Transit)	3,850,670	4,922,278	143,513,048	$4.84	1.28	37.27
Small Urban	1,095,700	736,980	16,652,975	$4.86	0.67	15.20
Rural	361,165	221,088	4,659,954	$ 5.14	0.61	12.90
Statewide Fixed Route	5,307,535	5,880,346	164,825,977	$4.96	1.11	31.06

Source: 2006 WSDOT Summary of Public Transportation

Figure 4 outlines demand response operating statistics for transit agencies in Snohomish, Pierce, and Yakima counties in relation to urbanized, small urban, and rural areas and as well as statewide demand response systems. Of the case study transit agencies, Pierce Transit has the highest number of revenue vehicle hours, approximately 185,000, whereas Yakima Transit has the lowest at about 23,000. Passenger trips range from about 75,000 for Yakima Transit to 405,610 trips for Pierce Transit. Yakima Transit has the lowest operating cost per passenger trip at $14/trip, whereas Pierce Transit's cost is more than double at $34 per passenger trip. Everett Transit has the highest revenue vehicle hours per person (0.39), considerably higher than Community Transit. Passenger trips per person range from 0.56 for Pierce Transit to 0.94 for Everett Transit.

Figure 4   Demand Response Operating Statistics

	Service Area Population	Revenue Vehicle Hours	Passenger Trips	Operating Costs/ Passenger Trip	Revenue Vehicle Hours/ Population	Passenger Trips/ Population
Community Transit (Snohomish County)	469,650	94,888	212,191	$33	0.20	0.45
Everett Transit (Snohomish County)	101,100	39,854	95,169	$27	0.39	0.94
Pierce Transit	721,445	185,269	405,610	$34	0.26	0.56
Yakima Transit	81,710	22,972	74,314	$14	0.28	0.91
Urbanized (excludes Sound Transit)	3,850,670	1,273,470	3,311,452	$29	0.33	0.86
Small Urban	1,095,700	482,802	1,640,829	$24	0.44	1.50
Rural	521,420	156,414	444,561	$23	0.30	0.85
Statewide Demand Response	5,467,790	1,912,686	5,396,842	$25	0.35	0.99

Source: 2006 WSDOT Summary of Public Transportation

Figure 5   Case Study Counties

Lincoln County

Washington's thirty-nine counties show extraordinary diversity from metropolitan to very rural. Lincoln County is among the most rural counties in the state. Seventh in land area and thirty-fifth in total population places it as the county with the State's third to lowest population density of 4.5 people per square mile. Fifty-five percent of the total population lives in incorporated cities and another approximately twenty-five percent live in unincorporated residential enclaves mostly along the shores of Lake Roosevelt. This means the balance of the county is very sparsely populated. With the land area so large, people must travel significant distances to reach even the most basic of services. A measure of the degree of "rural-ness" can best be illustrated by the observation that Washington State's seventh largest county, in land area, has no traffic signals. The county has a vast intermixing of people with no mobility issues to those who are essentially isolated by their lack of ability to move from place to place. This makes the provision of special needs service very challenging and expensive.

The rural agrarian nature of the county has historically fostered citizens with a high degree of independence and a self-sustaining philosophy, perhaps as a result of their isolation. However, as the economics of farming and the county have changed, the multi-generational population that once made this possible has declined. In its place are an abundance of people who are aging in place, many with very limited ability to provide their own mobility. Owing to the relatively small population and their vast distribution throughout the county, the numbers of people seem small when compared to even moderately-sized urban areas. But the mobility challenges for the individuals are perhaps even greater due to the distances from one place to another.

Nor surprisingly as the population is very sparse, so are the services. Grocery stores are few and far between. Modest medical facilities are only located in Davenport and Odessa. People needing specialized care must travel to Spokane, Moses Lake, Wenatchee or Yakima.

Demographic Profile

Overall, the county is older and has a higher proportion of low-income households than the state as a whole. Nearly half of the persons of disability are also above the age of 65. The number of people between the ages of 21 and 64 with a disability, 19%, is comparable to the average for the state. The large population of seniors is underscored even more by their concentration. The towns of Odessa, Creston, Harrington, Davenport, Sprague and Wilbur all have 21%, or more, of the population over the age of 65. About 10% of the households in the county have no car available.

Figure 6, on the next page, shows the areas of highest concentrations of special needs individuals.

Existing Transportation Services

Public Transportation – within Lincoln County there is no acknowledged agency that is dedicated to providing public transportation. There are two different transportation brokers who do provide some level of public transportation service under Rural Mobility Grants from WSDOT (more on these below).

Transit Service for General Purpose Travel

The first of these services is a route that connects Lincoln County to Spokane fixed/flex route service provided by Specialized Mobility Services, SMS, under a Rural Mobility Grant from WSDOT. The service is split into two routes, alternating on different weekdays. One route

operates one roundtrip per day, one in the morning and one in the late afternoon, from the Davenport Senior Center into the transit "Plaza" in downtown Spokane along SR-2. Occasionally, service may be provided to other Spokane destinations near downtown or en route (such as the airport) depending on the need of the individuals. The route stops as it passes through Reardon and may deviate a small distance to accommodate special requests. This route operates on Monday, Wednesday and Friday. For people from locations other than Davenport or Reardon reaching this service requires a transfer. Typically, ridership on the singular trip is six to 10 individuals. The other route operates on Tuesday and Thursday on the same time schedule and connects Ritzville (in neighboring Adams County) and Sprague with downtown Spokane. This route operates along I-90 and has similar ridership, although most of the riders originate in Adams County.

The second service in the county is provided by People for People with service through part of Lincoln County along SR-2. The route begins in Grant County and serves the communities of Coulee Dam, Grand Coulee, Hartline, Almira, Wilbur, Creston and into Davenport. Only the latter four cities are located in Lincoln County, the first three communities are in neighboring Grant County. This route is scheduled to connect in Davenport with the route provided by SMS to facilitate a trip into Spokane. The route will also deviate up to two miles off SR-2 with prior arrangement. Transfer activity between the SMS and PfP routes can best be described as "brisk" with about 90% of people arriving on the PfP service transferring to the SMS service to Spokane. This service also operates only on a Monday, Wednesday, Friday basis.

Figure 6   Lincoln County Special Transportation Index
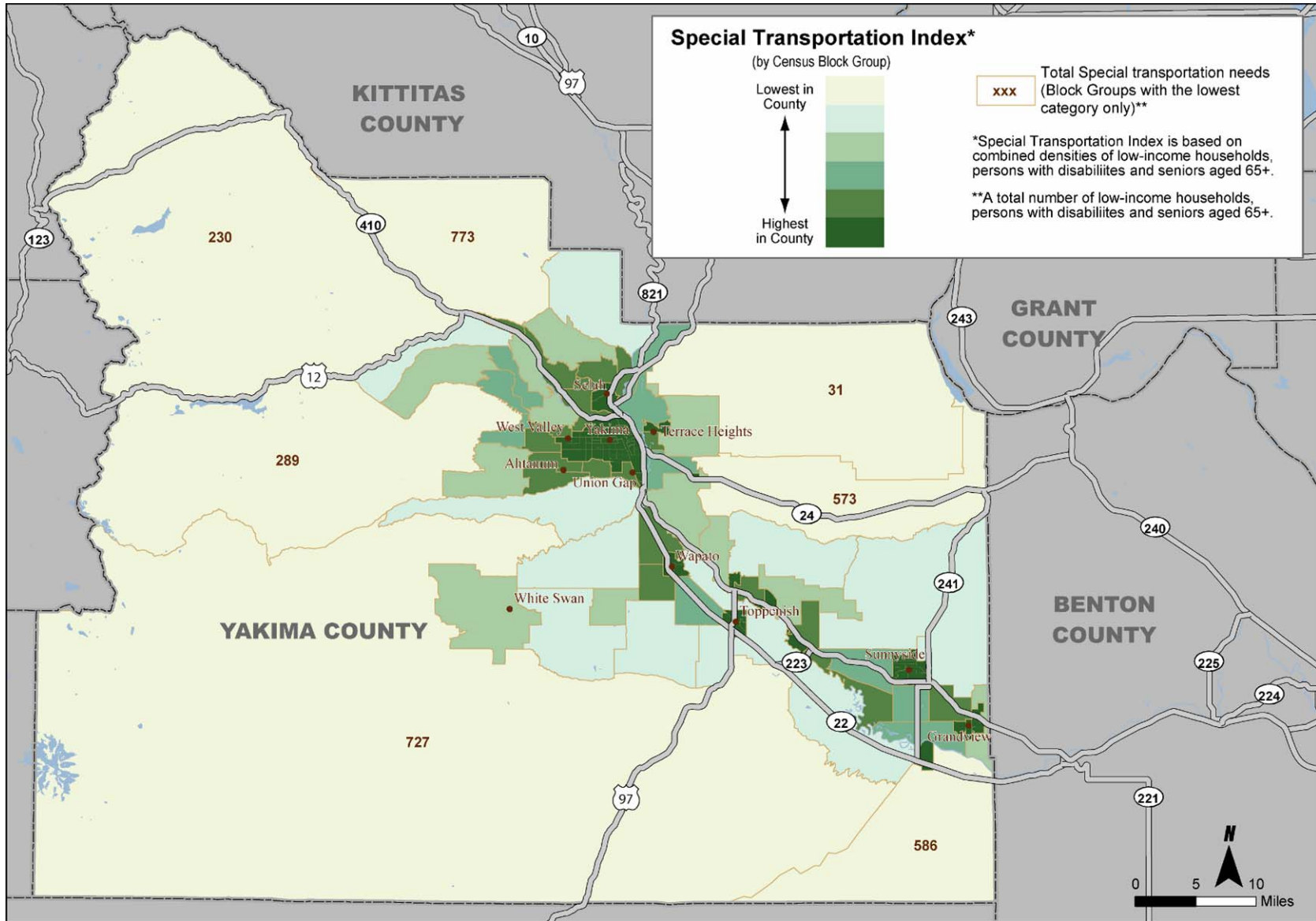
People for People also provides a demand response service for seniors, defined as those above age 60, to senior nutrition sites, shopping and medical appointments. The sites are located in Odessa, Harrington, Wilbur, Davenport and Sprague.

Medicaid Non-Emergency Medical Transportation

Access to medical services for people eligible for Medicaid is provided through a brokerage operated by SMS. Although much of the medical access is provided through gas vouchers, there remains an element of specialized transportation services in the county. Volumes vary from month to month but the paratransit volumes vary from 150 to 250 trips per month. Ninety percent of these trips are between Lincoln County and medical facilities in Spokane with the other ten percent finding their way into Moses Lake, Wenatchee and even Yakima. A breakdown of the various types of services and volumes is provided below. Volunteers could play a larger role in some of the transportation services but recruiting and retaining volunteers has become very difficult in the past few years for the same reasons that maintaining a volunteer group is difficult anywhere in the state.

Pupil Transportation

Perhaps the largest, most comprehensive, and best-funded portion of the special needs transportation network in Lincoln County is provided by the County's eight school districts. Each district operates its own stand-alone transportation system to ensure pupils can reach schools which tend to be centrally located in the small cities scattered throughout the county. The districts transport about 1,100 students daily to and from school with another 27 students qualifying for special transportation programs which may involve more than a daily roundtrip from home to school. The transport is accomplished with eighty-eight school buses with the smallest school district having six buses and the largest twenty-three. In the 2004-05 school year, the eight districts received about $1.7 million in state funds to conduct school transportation with some additional amounts for acquiring new vehicles. In that year, each school district received enough state funds for transportation that local allocations of funds for pupil transportation were minimal to non-existent. The cost of fuel and long route miles traveled by each of the districts transportation programs may have changed that situation for the current school year, but as of this writing that information was not available.

Transportation Needs

QUADCO, the four county regional transportation planning body covering Lincoln, Adams, Grant and Kittitas County, has conducted special needs transportation planning. The key transportation gaps listed below are directly from the most recently published (an updated draft is being completed as of this writing) coordination study of the region. Interviews conducted in connection with the case study reinforce these findings as still valid. In addition some recent occurrences have added some new gaps that are also listed.

1. Older adults lack transportation for health care, shopping, nutrition, social services, banking, social events, religious services, and visitations with friends or family in health care facilities. The first three items are recognized as the most serious gaps in Lincoln County with the remaining items in the list regarded as important but of lesser priority.

2. Persons with disabilities lack access to employment, health care, social services, recreation and social events. Taken from the QUADCO plan this item is more relevant in counties with higher populations of working age persons with disabilities. While there are some of these people

present in Lincoln County and the needs are very real, the numbers are considerably lower both in absolute numbers and in percentage terms.

3. **Low-income individuals** lack access to social services, health care, job search, education, and training opportunities. The working poor lack transportation for employment, shift-work, and taking children to child care.

4. Youth lack transportation for after-school activities, summer activities, recreation, child care, alternative schools, and post-secondary education.

5. Regional Trips – Distances to many services needed by people with special needs are often extreme in Lincoln County. Many of these services are only available in neighboring counties and are often time-consuming for individuals. For example, for a person in Wilbur who needs to reach Spokane on services available to the public he/she must plan to travel on a Monday, Wednesday or Friday, the only day services are available. The person boards a PfP bus at 7:35 am and travels to Davenport, arriving at 8:20 am, transferring to an SMS bus which leaves Davenport at 8:30am arriving in Spokane at 9:30 am. The return trip does not leave Spokane until 4:35 pm. For many people dependant on this service it may mean a twelve hour day to attend a 30 minute medial appointment.

The mileage table below displays some of the challenges faced by people with special needs trying to get to essential services.

Figure 7   Distance to Services (miles)

	DSHS	Work Source Office	Community Action Program	Hospital	Social Security Office	Senior Center	Community College
Almira	77	110	64	41	77	12	64
Creston	56	89	84	20	56	8	56
Davenport	35	85	88	0	35	0	35
Harrington	49	99	75	14	49	0	49
Odessa	48	163	49	0	48	0	49
Reardan	23	72	114	15	23	0	38
Sprague	36	108	69	37	37	0	37
Wilbur	64	98	76	29	65	0	65

6. **Information** – In addition to the service gaps challenges above, finding information on available services is equally challenging. Most transportation services have information available by phone. Only about a third of the agencies have it available on the internet. For direct end users in this county phone is likely the medium of choice. However, the population is too small to support specialized human service program within the county. Frequently, volunteers and case workers are attempting to help people find ways to get to needed services. In these cases web-based information makes the process much simpler.

Coordination Activities

The requirements of SAFETEA-LU brought about a significant response to coordination within Lincoln County. As the Federal requirements stipulate coordination plans be assembled at the regional transportation planning organization (RTPO) level, it seemed natural that special needs coordination efforts also be established at that level. The four counties in the QUADCO Planning group, Adams, Grant, Kittitas and Lincoln all have very similar needs as all the counties are quite

rural. Grant and Kittitas Counties do have larger cities in them, but outside of those cities, the counties are nearly indistinguishable from the perspective of population density and distance. There are also some notable differences in the make-up of the special needs population in each county, but the transportation needs among this group is very similar.

Prior to SAFETEA-LU requirements the three county region of Adams, Grant and Lincoln had already been involved in coordinating transportation for special needs population largely through the efforts of People for People to cultivate support services for people who needed them. Kittitas County was added to the planning group as a member of the RTPO, but had not previously been involved in coordination efforts.

With those driving forces, individuals established a coordination team and a process. The initial effort was directed toward building an inventory of providers, transportation gaps, a snapshot of the special needs population and a plan to at least continue efforts many of which preceded the regional planning requirement. This included a cooperative between several social service groups and People for People for a local transportation service into Spokane. Prior to the SAFETY-LU planning requirements these efforts were focused on Lincoln County..

Case Study Key Findings and Conclusions

Lincoln County is one of the most rural in the state and may be considered relevant to other rural counties, such as Asotin, Garfield, Ferry, Stevens, Skamania, Pend Oreille Counties and Whitman, which have similar population densities and very dispersed populations and services.

Providing transportation services in Lincoln County is inherently challenging due to its extremely rural and dispersed nature. There are no public transportation agencies operating within the county, although there are limited services provided by transportation brokers. Some of the transportation needs of older adults and persons with disabilities are met with a variety of paratransit services. Service gaps are well known and understood by the people who live in Lincoln County. Interest in resolving those gaps is high among the older adult population.

Due to the county's size and rural quality, Lincoln County residents must often travel long distances to reach specialized services, shopping, etc., which are often located only in neighboring counties.

Lincoln County participates in regional coordination efforts such as the QUADCO Planning Group, which includes Adams, Grant, Kittitas and Lincoln Counties. Further regional coordination may be necessary in order to provide enhanced inter-jurisdictional transportation, which is particularly important for Lincoln County residents.

Pierce County

Pierce County is located southern area of Puget Sound Region. Overall, it is one of the most populated counties in Washington, with a second highest countywide population (700,820 per 2000 Census) in the state. Tacoma has approximately 193,000 residents and is the third largest city in Washington State after cities of Seattle and Spokane[2]. In contrast to the urbanized areas around Puget Sound, eastern Pierce County is a mix of rural communities and the sparsely populated cascade mountain foothills. Mt. Rainier National Park is located in the far southeast corner of the county. In 2000, unincorporated areas of Pierce County accounted for 45 percent of county-wide population. The following trends[3] are foreseen for special needs populations in the County:

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[2] Washington State Office of Financial Management
[3] Washington State Office of Financial Management and 2000 US Census

- Total Pierce County population is expected to growth by a third between 2000 and 2030, slightly exceeding statewide population growth.

- Countywide, the youth population is expected to increase by 23% between 2000 and 2030, slightly exceeding the statewide growth during this period.

- The county's senior population (age 65+) will grow by 63% by 2030, relative to 2000 and will constitute over 18% of the county population in 2030. A slightly lower growth in seniors over 85 years old is expected over this timeframe. Those over 85 accounted for just over 12 percent of the senior population in 2000.

- Over forty percent of the senior population had claimed a disability in the 2000 Census. This compares with 20% of 21 to 64 year olds and 8% of those between 5 and 20 years old.

Key Activity Centers for Special Needs Population

The 2006 Pierce County *Transportation Needs Assessment* examined the primary origins and destinations for the county's special needs populations. Public transportation on-demand paratransit service and Medicaid transportation trip logs were used to identify key activity centers. Most trip requests are to locations in Tacoma, followed by those in Lakewood and Puyallup. The vase majority of trips to were to/from medical offices/complex, senior living facilities, retail establishments and organizations providing services for the developmentally disabled.

Existing Transportation Services

Over $119 million is expended annually to provide transportation services to the general public and to special needs populations in Pierce County. Over 16 million trips were provided by the primary providers highlighted in Figure 8.

Figure 8   Pierce County Transportation Program Characteristics FY 2005-06

Transportation Provider	Annual Expenses	Trips Provided	Area Served	Clientele Served
Pierce Transit Fixed Route	$70,194,033	14,384,320	Pierce Transit PTBA District	General Public
Pierce Transit SHUTTLE	$13,883,923	405,610	Pierce Transit PTBA District	Eligible disabled
Pierce Transit Vanpools	$3,026,575	815,139	Trips start or end in Pierce Transit PTBA District	General Public
Medicaid NEMT	$8,326,435	520,429	County-wide	Medicaid eligible persons for medically-related services
School Districts	$24,000,000	58,700	Within each of the 15 school districts; service out of district as required for homeless or special needs students	Public School Students

Sources: Washington State Department of Transportation, Washington State Department of Social and Health Services-Health and Recovery Services Administration and Washington Office of Superintendent of Public Instruction

Pierce Transit

Pierce Transit (PT) is the primary public transportation provider in Pierce County. PT offers: 50 local fixed-route bus lines; SHUTTLE complimentary ADA paratransit service for people with disabilities; a vanpool program; ridematching services; and intercounty express bus service to Seattle, Sea-Tac Airport and Olympia in cooperation with Sound Transit and Intercity Transit. PT is organized as a Public Transportation Benefit Area (PTBA) and is governed by a nine-member board representing the County and local jurisdictions served by the PTBA. It service area encompassed central and northern Pierce County. A 0.6 percent sales and use tax funds almost 70 percent of PT operations.

PT generally operates until midnight seven days a week, starting service at 5:00 am on weekdays, at 6:00 am on Saturdays and at 7:00 am on Sundays. The base fare is $1.50 per boarding for local fixed-route service. Passengers over 65 years old or with a doctor-verified disability are eligible for the Regional Reduced Fare Permit which enables them to travel for one-half of the normal fare. Trips on the SHUTTLE paratransit service are also $0.75 per boarding. Transfers to other PT local buses are free if travel is completed within hour. PT transfers are also valid as $1.50 fares when boarding King County Metro Transit buses. Transfers to INTERcity Transit (Thurston County) and Kitsap Transit are not free.

Fixed-route Service

Pierce Transit offers a variety of fixed-route services for the general public and those with special needs. These include:

- 35 local routes serving Tacoma and its urbanized area
- 5 suburban intercity routes (Lakewood/Tacoma, Tacoma/Sumner, Purdy/Tacoma, Lakewood/Parkland, and Federal Way/Graham)
- 2 rural routes (Bonney Lake/Buckley and Bonney Lake/Prairie Ridge)
- 3 express commuter routes (Purdy/Tacoma, Puyallup/Tacoma, and Tacoma/Olympia)
- 2 suburban intercity routes between Pierce County and King County destinations, as a contractor to Sound Transit (Pierce County/Seattle, Pierce County/University of Washington)
- 1 suburban commuter route between Bonney Lake/Sumner and Downtown Tacoma, as a contractor to Sound Transit
- 1 suburban commuter route between Pierce County and King County destinations, as a contractor to Sound Transit (Pierce County/Sea-Tac Airport).

Figure 9   Pierce County Existing Transit Services
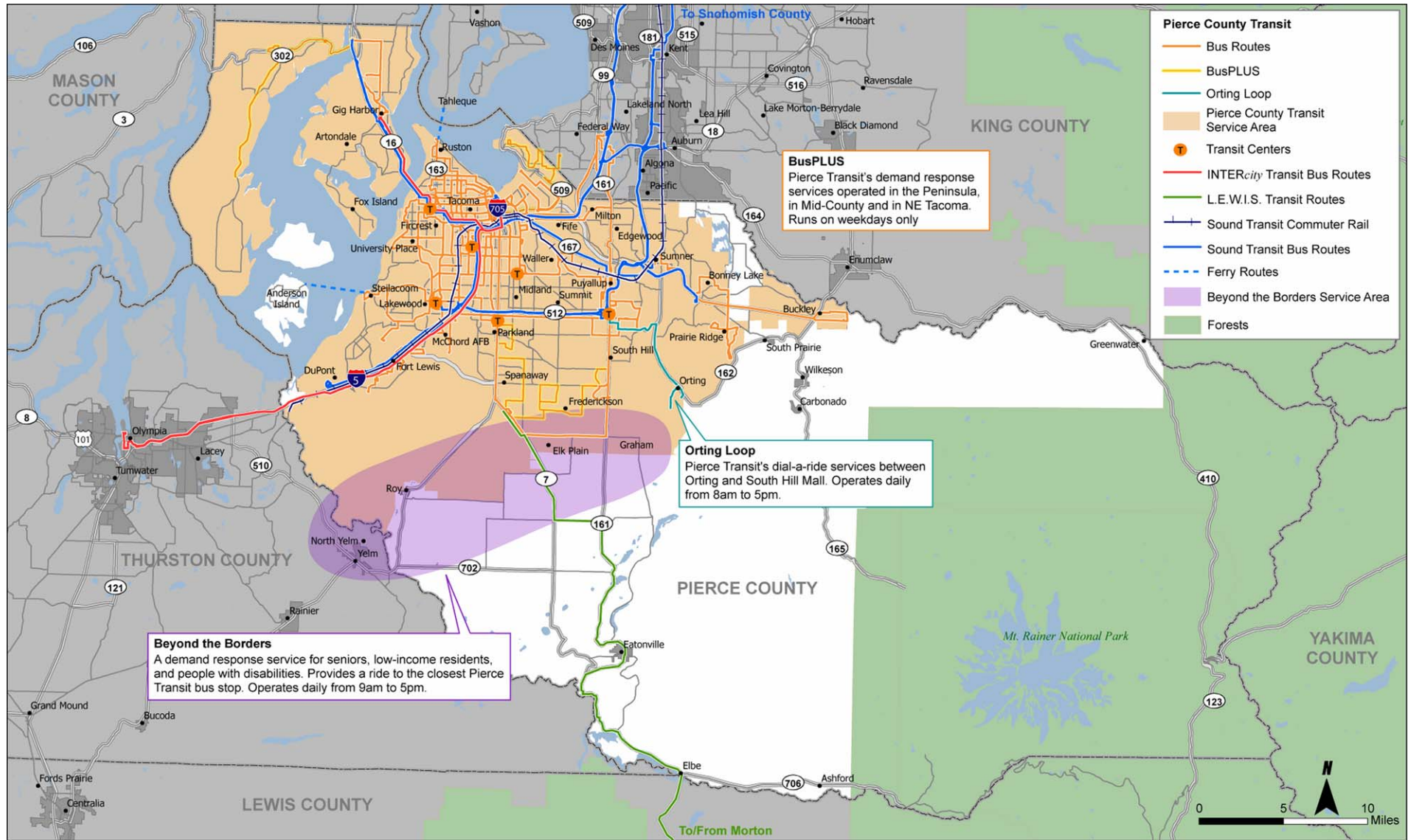
Specialized Schedule Services

Pierce Transit offers custom services in some of the lower density and rural parts of its service area. These routes offer on-demand services to provide greater flexibility for customer living in, or traveling to these areas.

- **Bus PLUS Routes** operate as deviated fixed routes offering a combination of scheduled and on-demand service. Customer can board or alight at any of the schedule fixed stops like any other fixed route. In addition they can make reservations to be picked up or dropped off at designated, off-route stops within in the Bus PLUS service area. Three Bus PLUS routes are available in **Key Peninsula, Northeast Tacoma** and **Mid-County**. These services require valid local fares.

- **Orting Loop** offers a dial-a-ride service between **Orting** and the South Hill Mall. Connections to other PT routes are available the South Hill Mall Transit Center. The Orting Loop is free and available to the general public and those with special needs. Passengers need to make advanced reservations for pick-ups or drop-offs at designated stops along the loop. It operates every two hour from 8:00 am until 8:00 pm on Tuesdays, Thursdays, & Saturdays.

Paratransit Service

Pierce Transit also provides ADA complimentary paratransit services for individuals living near the fixed-route system who are unable to use the fixed-route system. This service operates under the name SHUTTLE.

PT recently entered into an agreement with multiple neighboring counties to honor ADA transfers, eliminating the need for riders to pay second fare. Trips requiring a transfer account for roughly five percent of total trips. SHUTTLE transfers are made at transit centers and SHUTTLE vehicles until at the transit center until transfer is complete.

Vanpool Program

Pierce Transit also manages a vanpool to provide travel options for commuters. The vanpool fleet numbers over 300, including 7- to 15-passenger vehicles. Pierce Transit owns, maintains, manages, insures and licenses the fleet. The vans are assigned to approved groups and are driven by volunteers who share the commute trip and contribute towards operating costs. For workers who lack a convenient transit connection to their employment site, vanpools can offer costs savings relative to driving their own vehicle.

Medicaid Transportation

DSHS HRSA pays for transportation services for non-emergency medical visits for eligible individuals. Recipients must qualify for Medicaid and have no other means to reach an approved medical service. Assistance is provided through Paratransit Services, the HRSA Regional Broker; in Pierce County. As the regional broker, Paratransit Services assigns rides to one of 22 local providers. The Pierce County provider pool ranges from NEMT-only companies with a single vehicle to multi-service operations employing over 50 vehicles.

Paratransit Services staff screen clients for eligibility and then arranges the most appropriate and cost-effective form of transportation assistance for the individual. Transportation or other service options may include: public bus, gas voucher, client and volunteer mileage reimbursement, non-profit providers, cabulance, commercial bus, lodging, and air. Reservations need to be made two business days in advance of the scheduled appointment.

Figure 10 below details the delivery of Medicaid NEMT in Pierce County in FY 2006-06. Most trips were completed using fixed-route transit, the most cost-effective option.

Figure 10   FY 2005-06 Medicaid Transportation in Pierce County

Medicaid Transportation Service Modes and Costs Categories	Passenger Trips	Expenses	Cost Per Trip (to Broker)	Percent Total Trips
Transit -Fixed Route (fare only)*	216,395	$1,028,826	$4.75	42%
Community Trans Demand Response (ambulatory)**	146,208	$3,300,703	$22.58	28%
Community Trans Demand Response (non-ambulatory)	75,738	$2,614,096	$34.51	15%
Transit - ADA Paratransit (fare only)*	69,550	$182,565	$2.62	13%
Gas Voucher	10,438	$52,496	$5.03	2%
Mileage Reimbursement	1,874	$9,379	$5.00	0%
Volunteer - Agency	220	$12,741	$57.91	0%
Ferry	4	$10	$2.44	0%
Commercial Bus	2	$84	$41.88	0%
Total Service	520,429	$7,200,899	$13.84	
Administrative Costs		$1,057,320		
Other Costs (Out of State, Meals & Lodging, Vehicle Modification)		$68,216		
Total Program Cost		$8,326,435		

Notes:

*Service cost and cost-per-trip calculations only represent transit fares paid by brokers, not the full cost to complete the trip.

**Ambulatory demand response services do not require vehicle with lifts. Passengers are able to walk and do not rely on a wheelchairs or other mobility devices which would necessitate a vehicle with a lift or other accommodations.

Source: WSDOT 2005 Summary of Community and Brokered Transportation

Pupil Transportation

Each of the 15 Pierce County school districts provides transportation services to students within their district boundaries. The districts primarily operate in-house transportation services for to/from school (including special needs) and extra curricular activities. Some districts have contracts with Paratransit Services to execute trips that are difficult or costly for them to complete (see discussion below under Homeless Student Transportation).

Determining accurate costs for student transportation is difficult as the accounting systems in place prior to the 2007-08 school year did not fully account for each district's contribution toward each category of school transportation. The 2006 JLARC study on pupil transportation[4] estimated that to/from school transportation resulted in expenses of $42.3 million in 2004-05 in Pierce County. For the 2005-06 school year, OSPI allocated $24 million to the districts for to/from transportation with roughly 60 percent for basic transportation and 40 percent for special transportation. The districts identified 55,000 basic students and 3,400 special students being transported that year. This equates to roughly $260 per basic student and $2,800 per special student for to/from transportation.

Homeless Student Transportation

In response the passage of the McKinney-Vento Homeless Assistance Act (2001), the Pierce County school districts have had to provide transportation from homeless student current residence to their home school. Some of the districts have contracted with Paratransit Services to provide transportation for homeless students. Contracting for service provides the flexibility to service to students with short-term and unique needs, especially when responding to the Act's

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[4] State of Washington Joint Legislative Audit and Review Committee (JLARC), K-12 Pupil Transportation Funding Study, Report 06-10, November 2006 (Appendix 4)

24-hour requirement. It is also more efficient when addressing the need to carry a limited number of students over long distances, particularly when out-of-district travel is required.

Rides have to be arranged at least 24 hours in advance and the school remains as the primary point of contact for students and parents when arranging rides. Parents may contact Paratransit Services directly to cancel trip requests. No-show rates for homeless students are high, but Paratransit Services charges the school district a fee to cover any costs associated with a no-show. Paratransit Services has to meet the same driver requirements established by the schools.

For typical trips, contracted trip costs have not really gone down compared to in-house operation; however, the administrative burden to the districts is greatly reduced. The Tacoma, Puyallup, Sumner and Franklin Pierce districts had contracted in 2007-08, only Sumner is under contract as of the start of the 2008-09 school year. The districts typically wait to see how well they could meet the current year's homeless school transportation needs before deciding whether or not to contract for service. Once a contract is in place, the district can also arrange for special needs transportation from Paratransit Services. As with homeless transportation, contracted special needs service typically used for out-of-district and other hard to serve trips. Paratransit Services staff has found the demand for special needs transportation to be greater than that for homeless student transportation once a contract is in place.

Other Transportation Services and Programs

Beyond The Borders

Introduced in 2004, the Beyond the Borders transportation service provides free on-demand service to seniors, youth, persons with a disability or low income residents living in rural South Pierce County. Paratransit Services coordinates and schedules trips in a region outside of the Pierce Transit service area. Trips are provided from an eligible rider's home to the nearest Pierce Transit bus stop facilitating connection with the larger transit system. When possible, connections are also available to L.E.W.I.S. Mountain Highway Transit, which serves Lewis County.

Other Transportation Providers

A number of entities also provide transportation to the special needs population. These include public, private for-profit and non-profit agencies/companies. Many have restricted service areas or limit rides to eligible clients while others serve anyone in the region. Some utilize professional drivers while others rely on volunteers or agency social service workers.

There are over 40 such providers in Pierce County. The majority are taxi companies and ambulance services. Others are charitable organizations affiliated with faith groups or patient support groups. They provide medical trips, help with errands and shopping trips with many providing one-on-one personal assistance to passengers. Some provide meal and pharmacy delivery services to the homebound.

Sound Transit

In addition to operating the regional bus service contracted out to the county providers, Sound Transit provides "Sounder" peak-hour commuter rail service between Seattle and Tacoma, making stops in Puyallup, Sumner, Auburn, Kent and Tukwila. Sound Transit also operates the LINK light rail line between the Tacoma Dome Station with downtown Tacoma's Theater District. It also contract with Pierce Transit

Ferries

The Washington State Ferry System provides service between Point Defiance and Tahlequah on Vashon Island. And the Pierce County Ferry System travels daily from Steilacoom to Anderson and Ketron Islands.

Findings from Coordination Plan

The Puget Sound Regional Council (PSRC) prepared the SAFETEA-LU required Coordinated Transit-Human Services Transportation Plan for King, Kitsap, Pierce and Snohomish counties which was adopted in April 2007. In addition to the regional plan, the Pierce County Coordinated Transportation Coalition (PCCTC) prepared a county-wide coordinated plan which was adopted in December 2006. The county plan functions as the 2007 to 2001 strategic plan for coordination activities (see Coordination Activities section).

Unmet Needs

In conjunction with developing the coordinated plan, PCCTC commissioned a needs assessment report which was completed in September 2006. This assessment was developed around a survey of elderly, low-income, youth, and disabled residents of Pierce County. Major findings included:

- Almost 3/4ths of all respondent lived within ¾ mile of regularly scheduled bus service (but only one-half of those in unincorporated Pierce County did so)
- Over 3/4ths were unable to travel by themselves or purchase transportation because of a disability or health condition
- One half used SHUTTLE services for their usual form of transportation
- Just over one-half believed their usual form of transportation is convenient and reliable
- Only one quarter of respondents felt it is easy to make connections with other transportation
- Two-thirds feel that medical appointments are hard to reach while one-half had difficulty getting to the grocery/drug store

Building on the needs assessment and integrating in stakeholder opinions, the plan highlights transportation needs and service/program gaps as:

- Service area limitations
- Lack of transportation options in some parts of the county
- Eligibility requirements
- Cost of the trip
- Lack of information about options
- Lack of travel assistance

Strategic goals

The plan identifies five strategic goals for 2007-2011. These goals focus future coalition activities and projects, as outlined in the plan. The goals are to:

- Move from demonstration of coordinated transportation to ongoing operation of a fully coordinated transportation system.
- Reduce duplication in administering and providing trips between transit, schools, social service agencies, and other transportation providers.
- Increase public awareness of mobility options and advocacy for transportation coordination activities.
- Maintain transportation service quality while coordinating transportation
- Increase regional modes of transportation and regional transportation connections

Coordination Activities

The Pierce County Coordinated Transportation Coalition (PCCTC) was established in 1999 to develop and implement a plan for a more coordinated transportation system for all Pierce County residents. Members represent transit agencies, social services agencies, private providers, school districts, passengers, and others. The coalition works to increase mobility and access for people who cannot transport themselves due to age, disability or income.

The decision-making structure for the PCCTC involves: an executive body, called the Interagency Governing Assembly; a Steering Committee; an accountability Consumer Board; project teams; and a Community Assembly. The Interagency Governing Assembly is comprised of executive staff of lead agencies. Its recent makeup included executives from:

- Pierce County
- Puget Sound Educational Services District
- Sound Transit
- Tacoma Area Center for Individuals with Disabilities
- Washington State Department of Transportation, Public Transportation and Rail Division
- Boys & Girls Clubs of South Puget Sound
- Washington State Department of Social And Health Services, Medicaid Division
- Office of the Superintendent of Public Instruction
- Bethel School District

The governing assembly makes policy for the PCCTC or advocates for policy changes with the members' parent organizations. The Steering Committee conducts the "day-to-day" work for the coalition. It is responsible for planning and carrying out the coalition's activities including the gathering and disseminating information to the special needs population and the community at-large. The Steering committee is compromised of staff from the major partners, larger transportation providers and social service organizations. The coalition is staffed Pierce County Community Services. It hired dedicated staff for the coalition in 2008. Previously the coalition had relied on professional consulting services to facilitate its activities.

ACCT has had formal participation in PCCTC taking part in the coalition's planning activities. Other transportation providers, not represented on the governing assembly or Steering Committee, have had limited participation with the coalition

In 2002, the PCCTC conducted an inventory of local resources, identified transportation needs and gaps, and prepared a strategic plan for addressing those gaps. That strategic plan identified a set of demonstration projects to help implement the identified strategies. Figure 11 highlights the projects carried out by PCCTC between 2002 and 2006.

Figure 11   PCCTC Demonstration Projects 2002-2006

Demonstration Project	Description	Status
Beyond the Borders: Providing transportation in rural Pierce County	Build and test the first phase of a coordinated brokerage system by utilizing the existing Medicaid broker to coordinate and schedule trips for residents in rural South Pierce County, with a primary focus on people with special transportation needs accessing critical services, employment-related services, and youth activities.	Current service, available to the public
Common Ground: Coordinating Medicaid and ADA transportation	Assess and demonstrate potential efficiencies when ADA and Medicaid eligible passenger trips are scheduled together.	Project recently put on hold. See discussion under "Status of Transportation Coordination in Washington State" in Chapter 3
LifeLink: Providing crucial service access for Medicaid participants	Enable all Medicaid eligible participants to access non-Medicaid eligible life support services (e.g. grocery store, pharmacy, etc.)	Project did not move forward
Road to Independence: Addressing the transportation needs of WorkFirst participants	Train WorkFirst participants for the transportation employment; and provide for door-to-door transportation services to WorkFirst participants in order to successfully complete a training program or retain unsubsidized employment.	Ongoing program
McKinney - Vento Homeless Pupil Transportation Pilot	Enable homeless students to remain in their school of origin through brokered transportation services. This project will demonstrate if transportation capacity, cost efficiencies, and services quality can be increased by brokering trips for out of district McKinney-Vento eligible students.	No longer a focus project of the coalition, but some school districts contract with broker for homeless student transportation

As part of the 2006 county-wide Coordinated Transportation Plan, PCCTC developed a new set of goals, strategies and implementing project to guide coordinating activities through 2011. The plan identified 21 projects for potential short-term implementation. The estimated budget to implement the proposed projects in the PCCTC 2007-2011 Strategic Plan amounts to $18.8 million over the five-year period. The following table highlights the top ranked projects and commitments and/or funding from coalition partners to carrying them out.

Figure 12　　Highly Rank Projects from PCCTC 2007-2011 Plan

Proposed Project	Description	Commitments to Implement
Bus PLUS	Continue and expand service where regularly scheduled service in not available	Four routes are currently provided by Pierce Transit
Beyond the Borders	Continue and seek sponsorship to serve areas outside of Pierce Transit service area	Funded via 2007-09 WSDOT Public Transportation Grant through Pierce County Community Services
Road to Independence	Continue WorkFirst van to assist participants in finding unsubsidized employment	Funded via 2007-09 WSDOT Public Transportation Grant through Puget Sound Educational Service District
PCCTC Mobility Coordination Program	Hire Mobility Coordinator to support coalition activities	Funded and staffed via 2007-09 WSDOT Public Transportation Grant through Pierce County Community Services
PCCTC Web Site	Enhance coalition website	Duty of PCCTC Mobility Coordinator
Coordinated School District Transportation	Create trunk-feeder for regional destinations to increase efficiencies	None to date
Booster Club, Bus Buddy and Volunteer Program	Produce resource materials, identify advocates and conduct trainings to increase and maximize use of public transportation	Duty of PCCTC Mobility Coordinator in conjunction with PSRC, ST and Catholic Community Services programs
Reporting Requirements and Procedures	Standardize and automate procedures to increase provider efficiencies	None to date
Direct Connect Transit Agencies	Support 211 and 511 partners to better provide information on transportation services	Working with United Way and funded via 2007-09 WSDOT Public Transportation Grant through Pierce County Community Services

Case Study Key Findings and Conclusions

Pierce County is primarily an urban county, but it also has significant rural portions. It is challenging to meet transportation needs of the general public, and especially older adults and people with disabilities, in the rural areas due to the limited transportation resources and a dispersed population in those areas. In the urban and suburban areas of the county, where Pierce Transit operates, the Shuttle complementary paratransit meets the needs of those who cannot travel via general public transit.

The conditions in Pierce County and the coordination activities to address community needs point to a number of general findings, including:

- A formal coordinating body improves transportation options in the community by facilitating communications between providers and users of transportation services
- Coordinating activities should include the setting and implementing of goals that address community needs
- Dedicated staff helps facilitate the work of a coordinating body
- Meeting rural area needs requires greater innovation and level of coordination
- The broker/provider model provides flexibility and cost effectiveness in meeting infrequent and/or unique travel needs.

Snohomish County

With over 600,000 residents, Snohomish County ranks as the third most populated county in Washington State, after King and Pierce Counties[5]. The county's population accounts for 10% of the statewide population and, with a population density of 279 people per square mile, it is the 6th most densely populated county in the state.

Everett is its county seat and the largest city with a population of approximately 90,000 residents[6]. Located only 30 miles north to Seattle, the city offers great location advantages for businesses. Boeing's manufacturing plant is located in the city, acting as a catalyst for the local economic growth. Other major cities include Edmonds with approximately 40,000 residents, Marysville with 36,000 residents and Lynnwood with 35,000 residents. The incorporated area accounts for 54% of the countywide population. It is also interesting to note that:

- According to the Washington State Department of Social and Health Services, in Snohomish County, 1.2% of the total county population was enrolled in the TANF program in FY 2006-07, which is the sixth lowest among all Washington counties.

- According to the US Census Bureau, 5% of households in Snohomish County did not own a private vehicle in 2000, which is a 2% lower rate than the statewide figure

- Approximately two-third of the Snohomish County's workers live and work within the county. The US Census Bureau estimated that 63% of commuting trips occurred within the county in 2000. The remaining 37% were out-of-county trips, and of those out-of-county trips, 91 % were destined to King County.

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[5] Washington State Office of Financial Management
[6] Washington State Office of Financial Management

Figure 13 **Snohomish County Special Transportation Index**
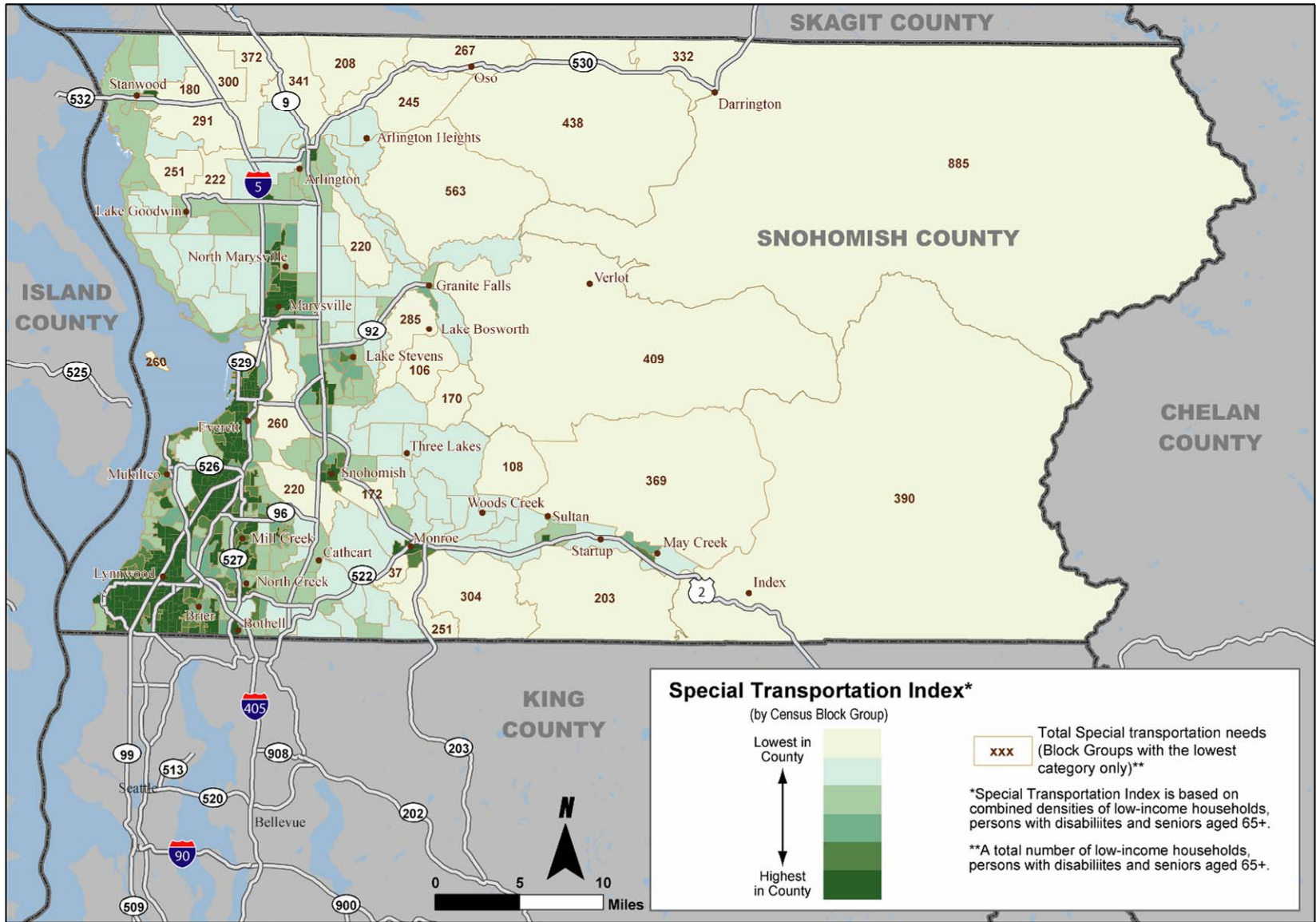
Existing Transportation Services

Snohomish County is served by three public transit agencies: Sound Transit, Community Transit (CT) and Everett Transit, as well as the Washington State Ferries and Amtrak and Greyhoud. The Transportation Assistance Program (TAP), a component of Snohomish Senior Services, also provides some service for persons who live outside the service areas of the primary providers. The City of Everett is also home to Everett Station--a multi-modal, multi-use building that serves as a major transportation hub, a higher education and career development center and a gathering place for community events.   Everett Transit, Community Transit, Sound Transit, Island Transit, Skagit Transit, Amtrak, and Greyhound all provide connecting services at Everett Station.

Transportation for Snohomish County students is provided by 15 separate school districts. Transportation is provided both for basic transportation, and for special education trips, on behalf of those students whose disability or condition requires them to attend a specialized facility. Pupil transportation accounts for a significant portion of transportation expenditures within the county.

Another important transportation program is that sponsored by the Department of Social and Health Services (DSHS) Medicaid program. Medicaid eligible persons are provided transportation to medically-related appointments that are arranged through a broker. In Snohomish County, Paratransit Services operates as the Medicaid transportation broker.

A variety of other community- based or social service agencies provide specialized services to fill the gaps or provide specialized services not otherwise available. A summary of the services these programs provide is described further in this report.

Figure 14 illustrates the service areas of the primary public transit providers. Their service and budget characteristics are described below.

Figure 14   Snohomish County Existing Transportation Services
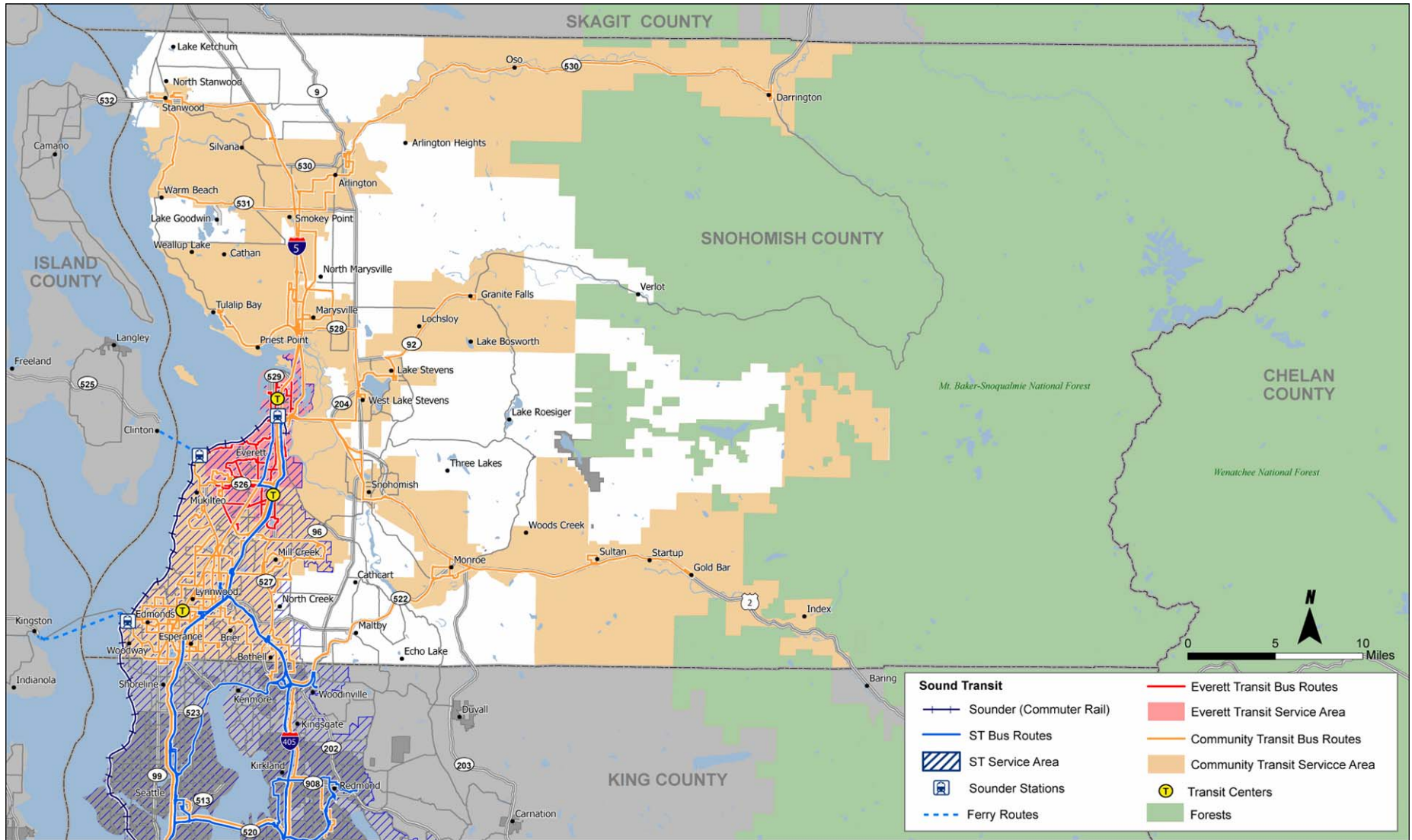
Public Transit Agencies

Community Transit

Community Transit provides countywide commuter service into and out of Everett, and carries 57 percent of all Snohomish County-Seattle commuters to work and back. As a regional transportation player, Community Transit is contracted to operate five Sound Transit routes from Snohomish County to King County. CT's entire bus fleet is wheelchair accessible, either by low-floor ramped vehicles, or buses equipped with wheelchair lifts.

Vanpool Program

Community Transit operates one of the largest vanpool fleets in the nation – it carried about 3,000 passengers each weekday in 2007. A vanpool is a group of 5-15 commuters who ride to work together in a van provided by Community Transit. Vanpools generally follow a set schedule and route, but unlike a bus, these are set by the riders themselves.

Paratransit

Dial-a-Ride Transportation (DART) is a paratransit service which operates within the three-quarter mile buffer from Community Transit's local non-commuter fixed route service and operates within Snohomish County. This curb-to-curb transportation service is available for individuals who have a disability or health condition that prevents them from using Community Transit's fixed route. The service is operated by the Senior Services of Snohomish County through a contract with Community Transit. The service operates seven days a week and provides an average of 580 one-way trips per day.

According to information provided by CT staff, 11% of DART trips involve transfers with Everett Transit, 10% transfer to King County Metro ACCESS, and 8% transfer with TAP. There are two designated transfer areas used to facilitate transfers between ACCESS and CT, and also two designated transfer areas for use with TAP. All agencies involved wait for the connecting bus to arrive so that the passenger is not left unattended.

Everett Transit

Everett Transit is the public transit authority of Everett, Washington, the only city in Snohomish County not to belong to Community Transit. As of 2008, Everett Transit operates 49 buses within Everett on 12 routes. Its annual ridership in 2007 was 2.1 million.

Everett Transit operates ten fixed routes, Monday through Fridays. Of these, nine are suburban local routes, and one commuter route connects Everett Station to the Harbor Point waterfront. It operates six suburban local routes on weekends. Everett Transit also operates a complementary paratransit service seven days a week, in compliance with the ADA.

Everett Transit connects with Greyhound, Amtrak, Sound Transit, and Community Transit at the Everett Station.

Sound Transit

Sound Transit contracts with Community Transit to provide regional express bus service between Snohomish County and King County. Sound Transit also provides rail "Sounder" commuter rail service and runs between Seattle and Everett Station, making stops in Edmonds and Mulkiteo.

Washington State Ferries

The Washington State Ferry System provides service for both commuters and vacationers to more easily reach the recreational opportunities that exist on the Olympic Peninsula. Two ferry routes, the Mukilteo-Clinton and the Edmonds-Kinston, serve Snohomish County. Riders

originating from or traveling to communities that extend from Skagit County to south King County use both routes.

Transportation Assistance Program (TAP)

The Snohomish County Transportation Assistance Program (TAP) has been in existence since 1996. TAP is a rural transportation program operated by the Senior Services of Snohomish County that serves areas outside the DART service area, and is financed with a combination of state, federal and local funding. It operates 5 days a week, from 4:45 AM-8:30 PM.

Although there are no eligibility requirements for riding TAP, approximately 97% of riders are disabled. Four percent of all riders using TAP transfer to and from other systems. Approximately half the trips provided are medically related, followed by 23% for ethnic dining and nutrition programs, 14% for school, and the remainder a mix of work and shopping trips. TAP also serves as a Medicaid service provider under contract to the Medicaid broker, Paratransit Services.

Pupil Transportation

Snohomish County School Districts

Each of the 15 Snohomish County school districts provides transportation services to students within their district boundaries. All districts in the county operate the transportation services in-house with vehicles owned by the district. They are responsible for driver training, vehicle maintenance, and operations.

The district is required to meet operational requirements set by the Office of Superintendent of Public Instruction (OSPI). The state allocates funding to each school district according to the number of students who need transportation and their distance from school. On average, OPSI allocates funds that cover 65% of pupil transportation expenses with 35% coming from local district sources.

Homeless Student Transportation

The passage of the McKinney-Vento Homeless Assistance Act (2001) had a significant impact on local districts that were required to transport homeless students to their school of origin. By law, each school district has a homeless liaison, who conducts outreach to identify homeless families and to coordinate services for them. Subsequently, each district arranges for and provides transportation for its homeless students, and shares these costs with other districts if the student travels into another district. The Everett School District has such agreements in place with 16 different districts. There are no reliable cost estimates of what it costs to provide these special transportation services.

Medicaid

DSHS HRSA pays for transportation services for non-emergency medical visits for eligible individuals. Recipients must qualify for Medicaid and have no other means to reach an approved medical service. Assistance is provided through a HRSA Regional Broker; in Snohomish County, the broker is Paratransit Services.

Paratransit Services staff screen clients for eligibility and then arranges the most appropriate and cost-effective form of transportation assistance for the individual. Transportation or other service options may include: public bus, gas voucher, client and volunteer mileage reimbursement, non-profit providers, cabulance, commercial bus, lodging, and air. Reservations need to be made two business days in advance of the scheduled appointment. During FY 2005-06, a total of $ 5,225,962 supported NEMT in Snohomish County.

Figure 15, below, provides a snapshot of current services, funding, and modes of travel to support special needs transportation programs in Snohomish County. Data are presented for FY 2005-06, the most recent year for which common information is available.

Figure 15   Snohomish County Transportation Program Characteristics FY 2005-06

Program	Operating expenses	# Trips Provided	Area Served	Clientele Served
Community Transit Fixed Route	76,672,476	10,757,228	See Figure 1-2	General public
CT DART	6,975,449	212,191	See Figure 4-2	Eligible disabled
City of Everett Fixed Route	9,022,028	2,112,866	City of Everett	General public
City of Everett Paratransit	2,613,272	95,169	City of Everett	Eligible disabled
TAP	$581,911	27,229	See Figure 4-2	General public
Snohomish County Pupil Transportation	22,371,270		15 school districts; service provided as needed to other districts for homeless students, or those traveling to special education facilities	Public school students
Medicaid NEMT	5,225,962	203,241	County-wide	Medicaid eligible persons for medically-related services

Other Transportation Services and Programs

Catholic Community Services

Catholic Community Services (CCS) operates a volunteer driver program with volunteers driving their own cars. Trips are provided for medical purposes and, in fact, CCS is a certified provider through the NEMT program. Funding to support the program is made available through the state (Balance of State Volunteer Chore Program) and through the County. CCT's budget is approximately $150,000 per year, and on average it provides 2,760 trips.

Stillaguamish Tribe

Since late 2006, the Stillaguamish Tribe has operated a transportation program in Northern Snohomish County. The program was started because of the perceived need for services in this part of the county, particularly for people who need to connect up with services in Skagit or Whatcom Counties. The Tribe now operates a fleet of six vehicles and provides about 1,000 trips per month. The Tribe collaborated with Community Transit to ensure they would not be

duplicating services. Although the service began as a fixed route, it has since transitioned into more of a demand responsive program. The Tribe is now a certified Medicaid provider, and provides trips on behalf of the broker. The Tribe received an FTA grant of $94,000 to operate its services, which is the primary source of funding.

The service is available for members of the public; however, the services are designed with the transportation needs of elders and Tribal members in mind.

Other community-based transportation services

In addition to the programs mentioned above, the SNOTRAC Transportation Inventory, dated (draft) June 2008, identified a total of 18 programs that provide, sponsor or otherwise financially support for the provision of transportation within Snohomish County.

Paratransit Services, the Medicaid broker in Snohomish County, contracts with 19 providers to provide NEMT. Of these, two are senior services programs, one is a volunteer program (Catholic Community Services), one is a tribe (Stillaguamish), and the rest are private for-profit transportation companies.

Coordination Activities

With support from the Agency Council on Coordinated Transportation, the Snohomish County Transportation Coalition (SNOTRAC) first convened in January 2000. Coalition members initially wrote a four-page memorandum of understanding and 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, SNOTRAC 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. SNOTRAC adopted a five year strategic plan (currently in the process of being updated) that included the following goals:

SNOTRAC Goals
- 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 rural areas.
- Increase regional and cross jurisdictional transportation options.

For several years, the Volunteers of America has served as the lead agency and provided full time staffing support for SNOTRAC; recently, the decision was made to transfer oversight of the group to Snohomish County, and that transition is now taking place. The group meets monthly, in Everett, and considers a range of topics to promote coordination among public and private providers, and to educate and encourage collaboration among various transportation partners.

Case Study Key Findings

This case study focused on Snohomish County, which is considered a suburban county with many of its residents traveling regularly to Seattle or elsewhere in King County for work, school or

medical purposes. As such, this case study may be considered most relevant for other counties that are economically linked with nearby urban or employment centers, such as Tacoma, Olympia or Portland, OR. The findings emerging from this case study may be of interest to stakeholders in Clark, Skamania, Pierce, Thurston, Mason, Kitsap and Lewis Counties.

Transit providers in Snohomish County are faced with the need to balance demand for commuter-based services, primarily along the I-5 corridor, with the need to reach more remote communities, or to provide mid-day or late-night service for transit dependent persons. Compared to other counties, Snohomish is more affluent as indicated by lower poverty rates, higher levels of car ownership, and lower levels of families or individuals relying on public assistance.

A number of transportation needs or barriers have been identified specific to Snohomish County. The identification of these needs is based on consultation with local program stakeholders, review of other studies and reports[7], and on findings emerging from the public forum convened in Everett as part of this project. The most significant needs are as follows (not necessarily in priority order):

Connectivity: Snohomish County is served by a variety of public transit bus, paratransit, train and ferry providers. For people whose trip involves more than one provider, or even more than one bus within the same service area, transfers are required and can be difficult for people and inhibit their travel. More than 25% of DART paratransit trips involve a transfer. As indicated in this report, nearly 40% of people living in Snohomish County work in another county (predominately King County) and need corridor-based service to facilitate inter-county service.

Limited service in rural areas: Snohomish County is a large county with the population base along the I-5 corridor in the western part of the county. For those living in more remote areas, transportation options are fewer and more difficult to access.

Lack of affordable housing: Some people, especially those on limited incomes, cannot afford housing costs in the more urban parts of the county; therefore, they are re-locating in more remote areas which exacerbates their transportation problems.

Lack of service for veterans: This is an emerging issue that has been raised in several counties. With more and more veterans returning from active service, additional programs and resources are needed to treat or care for veterans. The nearest (and only) Veteran's Hospital for the region is located in Seattle, and for residents of North Snohomish County, these trips can be difficult to arrange.

Need for improved access to customer information: Often, there is confusion among members of the public as to what type of service they are eligible for, how to apply, and how to learn how to plan for and take a trip on public transit.

Yakima County

Yakima County, located east of the Cascade Mountain range in Central Washington, comprises a geographic area of 4,296 square miles. It is the second largest and eighth most populated county among the state's thirty-nine counties[8]. The 2000 Census found that the total population of Yakima County was 222,581 residents, approximately 4% of the statewide population.

The city of Yakima is located in the northern part of Yakima County and is the county seat. It is the largest city, with approximately 72,000 residents and accounts for 32% of the county's

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[7] Such resources include: Senior Services of Snohomish County Operations Expansion, prepared by LSC Transportation Consultants, Inc., Regional Coordinated Human Services and Public Transit Transportation Plan prepared for Puget Sound Regional Council, and Transportation Inventory, completed by SNOTRAC.
[8] Office of Financial Management, Population and Components of Population Change by County: April 1, 2000 to April 1, 2008, Release date: June 30, 2008.

population. Sunnyside, with a population of 14,000 residents, is the second largest and the only other city with over 10,000 residents.

The southern portion of the county is less densely populated and mostly consists of the Yakama Indian Reservation. The reservation is primarily agricultural land with range and grazing land. Yakima County ranks as the second highest in total values of agricultural and livestock products produced, after Grant County[9].

In Yakima County, one out of five workers is employed in agricultural businesses. The agricultural nature of the economy attracts a large number of seasonal workers, who tend to have a higher percentage of unemployed workers, those living in poverty, compared to the state as a whole. The county's farm lands account for 11 percent of total farm lands in Washington State

It is also worthwhile to note that:

- US Census Bureau estimated that 95% of commuting trips occurred within the county in 2000. The remaining 5% were out-of-county trips, and of the estimated trips, 76% were destined to Benton County.

- According to the Washington State Department of Social and Health Services, Yakima County ranked first in the number of TANF recipients, with a monthly average of 12,158 recipients during the Fiscal Year 2006-2007. This is 5.1% of total county population and the highest among all Washington counties.

- According to the Washington State Office of Superintendent of Pubic Instruction, 68% of enrolled students applied for free or reduced-priced meal programs in Yakima County in 2007. This is more than double of the statewide percentage of 34%, and the second highest among all counties in Washington State.

- According to the US Census Bureau, 8% of households in Yakima County did not own a private vehicle in 2000, which is higher than the statewide average of 7%.

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[9] Washington State Department of Agriculture, Agriculture – Washington's NO.1 Employer: Retrieved on July 21, 2008 from http://agr.wa.gov/AboutWSDA/.

Figure 16   Transit Dependency Index in 2000

Special Transportation Index*
(by Census Block Group)

Lowest in County
Highest in County

xxx   Total Special transportation needs (Block Groups with the lowest category only)**

*Special Transportation Index is based on combined densities of low-income households, persons with disabiliites and seniors aged 65+.

**A total number of low-income households, persons with disabiliites and seniors aged 65+.

KITTITAS COUNTY

GRANT COUNTY

BENTON COUNTY

YAKIMA COUNTY

230   773
289
289
727
586
31
573

Key Activity Centers for Special Needs Population

Points of Origin

The Yakima County Coordinated Public Transit-Human Services Transportation Plan explains that the special needs population is distributed throughout Yakima County and those living in unincorporated areas of the counties need transportation to access jobs, medical facilities, social services, and educational opportunities in the more populated cities. Of those surveyed for the plan, 73% live outside of the Yakima Transit service area and have limited transportation options.

The most common points of origin for the special needs population are subsidized housing, correctional facilities, homeless shelters, assisted living, and long-term care facilities. Yakima County has 13 nursing homes, 12 adult family homes, and 19 boarding homes/assisted living facilities. Most facilities are in the city of Yakima, while the remaining are in Wapato, Toppenish, Grandview, Sunnyside, Union Gap, and Selah[10]. In addition, there is affordable housing for seniors, migrant seasonal farmworkers, and low-income individuals and families in Yakima County. In addition, in the city of Yakima, there are homeless shelters, the Yakima County Jail and the Juvenile Justice facility, which need supportive public transit services.

Common Destinations

The Coordinated Plan identified the following common destinations for special needs populations:

- Health care facilities (local and out-of-area)
- Social services: DSHS, mental health services, chemical dependency treatment, food banks, senior nutrition sites, child care, Community Action Agencies
- Educational services: post-secondary, English as a Second Language (ESL), Adult Basic Education (ABE), and after-school programs.
- Employment: WorkSource and major employers
- Shopping, banking, legal services, courts
- Recreation, spiritual, and social activities

The Coordinated Plan further explains that residents who live in the more rural areas of Yakima County may need to travel up to 40 miles each way to access basic services. The communities of Cowiche, Naches, White Swan, and Mabton all lack transportation services. The only locations where hospital services can be found in Yakima County are Yakima, Toppenish, or Sunnyside. It is necessary to travel to the city of Yakima, the Tri-Cities, or Seattle.

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[10] Common points of origin were identified through community transportation forums, transportation surveys, and service provider surveys as part of the Coordinated Public Transit-Human Services Transportation Plan.

Employment training services from WorkSource are located in Yakima, Sunnyside, and Toppenish. Medicaid, Temporary Assistance for Needy Families (TANF), food stamps, and social services are offered through DSHS's Community Service Offices in Yakima, Wapato, and Sunnyside. YV-Tech (Yakima Valley Technical Skills Center) provides vocational opportunities.

Employment opportunities are primarily located in the city of Yakima. Companies that provide opportunities to WorkFirst employees as well as entry-level positions include: Wal-Mart, Yakama Forest Products, Yakama Legends Casino, Snokist, Washington Beef, and Western Recreational Vehicles. The positions require shift work and that employees work weekends and holidays.

Existing Services

Public Transit Agencies

Yakima Transit (YT) is the only public transit system in Yakima County. YT operates fixed-route service, complementary Dial-A-Ride services for people with disabilities, and a vanpool program within the city of Yakima and Union Gap. Its service area is approximately 20 square miles and the remainder of the county (4,276 square miles) is not served by a public transit system. There are 27 ADA-accessible vehicles devoted to fixed-route service.

YT contracts with A-1 Tri-City Transportation, a private contracted provider, to operate 11 fixed routes in the Greater Yakima Area. Ridership in 2007[11] was 1.28 million and it is projected to grow to 1.42 million in 2008.

Paratransit

YT contracts with Access Paratransit and People for People to provide paratransit service for persons with disabilities. Even though eight of the fixed bus routes operate Monday through Saturday only, the complementary paratransit service is available seven days a week from 9:00 AM to 2:00 PM. There are 18 wheelchair-accessible paratransit vehicles provided by the contracted provider.

Vanpool Program

YT also provides vanpool service to Benton and Yakima counties. There are 22 vans in revenue service, which were provided by Washington State's Vanpool Investment Program. Vanpool program participants pay a set monthly base fee plus mileage. The program requires that all vanpools begin or end somewhere in Yakima, Selah, or Union Gap.

Some employers that are based in rural areas pay for the travel expenses of their employees. Eleven vehicles travel to Hanford Nuclear Facility, which employs approximately 20,000 people in Benton County. There are 20 vehicles devoted to the vanpool program.

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[11] Calendar year not fiscal year

Figure 17   Yakima County Existing Transportation Services
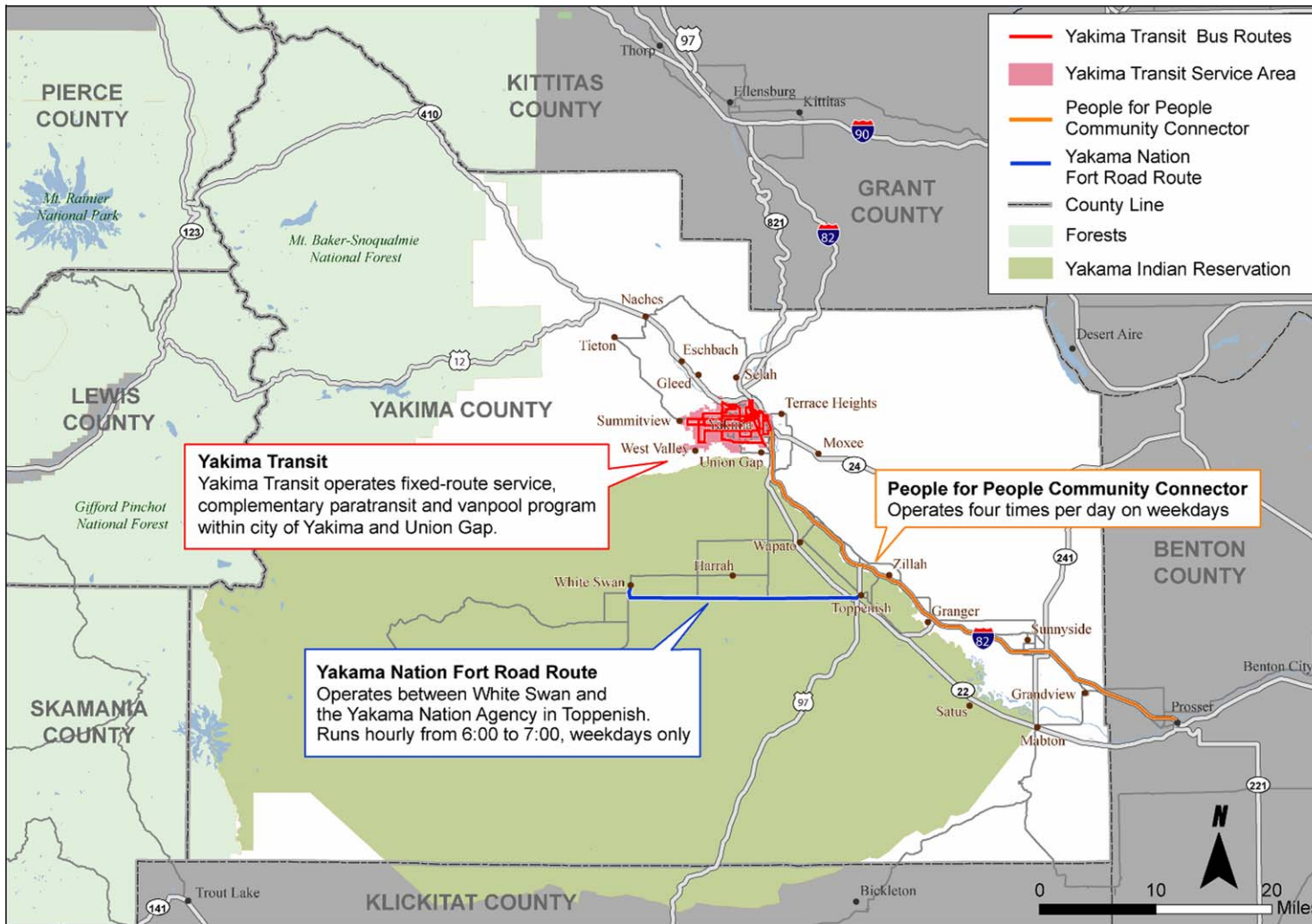
Pupil Transportation

Yakima County School Districts

Each of the 14 Yakima County school districts provides transportation services to students within their district boundaries. All districts in the county operate the transportation services inhouse with vehicles owned by the district. They are responsible for driver training, vehicle maintenance, and operations. Only two districts coordinate vehicle maintenance: Yakima and Union Gap School Districts.

The district is required to meet operational requirements set by the Office of Superintendent of Public Instruction (OSPI). The state allocates funding to each school district according to the number of students who need transportation and their distance from school. Yakima School District, the largest district, received an allocation of $1.86 million for the operation of pupil transportation. On average, OPSI allocates funds that cover 65% of pupil transportation expenses with 35% coming from local district sources.

Homeless Student Transportation

The McKinney-Vento Homeless Assistance Act (2001) requires that local districts transport homeless students to their school of origin[12]. Each district has a homeless liaison responsible for determining which students meet the criteria for homelessness and coordinating transportation. The homeless liaison seeks to address homeless children's transportation needs by[13]:

- Preparing an Individual Education Plan for each special needs student to document transportation needs

- Working closely with other homeless liaisons to arrange the best transportation solution for each student

- Investigating whether current bus routes or transit services can be used to address the transportation need. In this case, the district will provide bus passes or vouchers to students. At times, when it is feasible, districts can re-route school bus routes in order to facilitate a transfer to a neighboring district.

- Reimbursing families or other care givers to transport children to their school of origin. Often there is a family member who can drive the homeless child to their school of origin. In order to share the expense of reimbursement, the two cooperating districts enter into a contract that specifies the terms of the agreement. A parent or guardian submits the mileage reimbursement sheet to the child's school which in turn bills the district. Drivers are reimbursed at the federal mileage reimbursement rate of $0.585. If reimbursement were not an option, the cost of providing the trip would be considerably more expensive since the school district would be required to transport the student itself.

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[12] This is explained in greater detail in the first Technical Memorandum.
[13] The homeless liaison for Yakima School District Yvonne LaGrou described how homeless transportation is handled in the county's largest district.

The Yakima School District has not spent more than about $1,000 per year for homeless student transportation. In the 2006-2007 school year, the district only entered into one contract with another district. Potential reasons for the small expenditure may include:

- **Role of DSHS**: DSHS pays to transport foster children as necessary and provides a significant number of homeless student transportation as part its programs. According to Yakima School District's homeless liaison, without this subsidy from DSHS, transporting homeless students would be a much larger burden on school districts as it is providing the vast majority of homeless student trips in the district.

- **Adequate route coverage**: There are district buses as well as public transit routes throughout the Yakima School District. Good route coverage means that the district has more resources available for local transportation needs.

- **Duration of homelessness**: Often children are only homeless for a few months. The short duration of the transportation need tends to limit the cost to the district.

The districts do not report the amount spent on homeless transportation to the county about how much is going to homeless transportation. Some districts track more than others.

Transportation Provided by Head Start

The following organizations provide Head Start transportation:

- **Enterprise for Progress in the Community (EPIC) Head Start** transports eligible children to preschool classes at 18 different locations in Yakima County. EPIC Head Start provides transportation to approximately 700 children. The organization owns 26 buses and the service is provided in-house.

- **Washington State Migrant Council (WSMC)** provides Head Start programs in seven locations in Yakima County. Each site owns and operates two 32-passenger buses and provides door-to-door transportation services. Given that transportation services aren't fixed, the cost of service provision is expensive.

- **Yakama Nation Tribal Head Start** provides transportation for eligible preschool children to attend Head Start centers in Toppenish, White Swan, and Wapato with two buses transportation 190 students each day.

Medicaid

DSHS HRSA pays for transportation services for non-emergency medical visits for eligible individuals. Recipients must qualify for Medicaid and have no other means to reach an approved medical service. Assistance is provided through a HRSA Regional Broker.

People for People is the HRSA Regional Broker for Yakima County. PfP Broker Customer Service Representatives screen clients for eligibility and then arranges the most appropriate and cost-effective form of transportation assistance for the individual. Transportation or other service options may include: public bus, gas voucher, client and volunteer mileage reimbursement, non-profit providers, cabulance, commercial bus,

lodging, and air. Reservations need to be made two business days in advance of the scheduled appointment.

In FY 2005-2006, People for People Brokering provided 78,191 rides for eligible clients in Yakima County. Transportation providers for Medicaid currently include: A+ Transportation, Appointment Keepers, C&S Transport, Columbia County Public Transportation, Hopesource, Tri-City Taxi, Medstar, People for People, Rodeo Town Taxi, and Transportation Solutions.

Figure 18   Medicaid Transportation by Type (FY 2005-2006)

Trip type	Trips
Ambulatory Ride	42,197
Non-ambulatory ride	15,937
Public bus (paratransit)	8,745
Public bus-fixed route	4,703
Gas Voucher Client	4,311
Mileage Client Associate Vehicle	1,863
Volunteer-broker	1,050
Commercial Bus	11
Airline	4
Total Trips	**78,821**
Total Cost	*$2,804,548*

Figure 19   Yakima County Transportation Program Characteristics FY 2005-06

Transportation Provider	Annual Expenses	Trips Provided	Area Served	Clientele Served
Yakima Transit Fixed Route	$5,073,559	1,176,616	City of Yakima and Union Gap	General Public
Yakima Transit Demand Response	$1,017,201	74,314	Pierce Transit PTBA District	Eligible disabled
Yakima Transit Vanpools	$91,723	54,562	Trips start or end in Yakima Transit service area	General Public
Medicaid NEMT	$2,804,548	78,821	County-wide	Medicaid eligible persons for medically-related services
School Districts	$1,860,000		Within each of the school districts; service out of district as required	Public School Students

			for homeless or special needs students	

Other Transportation Services

The Washington State Department of Transportation (WSDOT) consolidated grant program provides funding to serve special needs populations as well as the general public on a competitive basis.

People for People

People for People (PfP) is a private non-profit agency that started 42 years ago as a Community Action Program (CAP). It has been providing transportation for 25 years. It acts as the Medicaid broker for Yakima County as well as Grant, Adams and Lincoln Counties. In addition, PfP acts as the 211 service provider.

PfP directly provides the following transportation services:

- **Paratransit service**: PfP provides paratransit services to individuals with disabilities who live outside of the city of Yakima. In 2005, there were 15,480 boardings and logged 7,979 service hours. This service is provided using funding from WSDOT Consolidated Grant Program.

- **Community Connector**: PfP provides the fare-free general public transportation service along the I-82 corridor between Yakima and Prosser. Service is available four times per day on weekdays. There were 28,161 boardings in 2005 and 4,100 service hours. This service is funded with State of Washington rural mobility funds.

- **Medicaid Transportation**: PfP is the Medicaid broker for Yakima County (described in further detail in previous Medicaid section). In addition, PfP directly provides transportation to Medicaid-eligible clients. In 2005 there were 14,728 boardings and 9,768 service hours.

- **Yakama Nation**: PfP recently began operating a fixed route service on behalf of the Yakama Nation with grant funding the Tribe received from the FTA Tribal Transportation Program. (described in more detail in Yakama Nation section).

- **Job Access-Reverse Commute (JARC)**: With WSDOT funding, PfP provides transportation to TANF recipients and their children. PfP transports eligible clients with no other means of transportation to job training activities. In 2005, JARC provided 14,043 rides in Yakima County.

- **Senior Transportation**: Under contract to Aging and Long Term Care (ALTC) and WSDOT, PfP provides senior transportation to residents who are 60+ years and living outside the city of Yakima. Transportation is provided to meal sites, medical appointments, shopping, and other locations when possible. In 2005, there were 21,838 reported senior boardings.

Yakama Nation

Yakama Nation Reservation is located in the southern portion of Yakima County and is the home of approximately 10,000 tribal members and non-tribal members living on the reservation. The Yakama Nation Agency, which handles all the administrative functions of the tribe, is located in Toppenish. Yakama tribal members make trips to a variety of locations for the following trip types:

- **Medical services**: Indian Health Center in Toppenish and the City of Yakima
- **Shopping**: The City of Yakima and Toppenish
- **Educational**: Heritage University in Toppenish
- **Social**: City of Yakima or Sunnyside

Yakama Nation contracts with People for People to provide transportation services for the tribe. Fort Road Route operates between businesses in White Swan and the Yakama Nation Agency in Toppenish. This route serves Yakama Forest Products (a tribe-owned wood mill), Heritage University, Legends Casino, the Indian Health Center, Tribal Headquarters, and housing units on the reservation. The route has been in operation since September 4, 2007 and is the first public transit to be provided by the tribe. Ridership during September 2007 was 549 per month and grew to 3,200 by June. Year to date ridership was 18,191 through June[14].

WorkFirst

DSHS's WorkFirst program provides transportation vouchers to Temporary Assistance for Needy Families (TANF)-eligible parents to assist them with employment-related trips. The local DSHS Community Services Office (CSO), Employment Security, and Community Jobs contractors provide the vouchers to eligible clients. Vouchers may be used to purchase bus passes, fuel, driver's licenses, or vehicle repair.

Case Study Key Findings

Yakima County, located east of the Cascade Mountain range in Central Washington, comprises a geographic area of 4,296 square miles. It is the second largest and eighth most populated county among the state's thirty-nine counties[15]. The city of Yakima is located in the northern part of Yakima County and is the county seat. It is the largest city, with approximately 72,000 residents and accounts for 32% of the county's population. Sunnyside, with a population of 14,000 residents, is the second largest and the only other city with over 10,000 residents.

The southern portion of the county is less densely populated and mostly consists of the Yakama Indian Reservation. The reservation is primarily agricultural land with range and grazing land. Yakima County ranks as the second highest in total values of agricultural and livestock products produced, after Grant County[16].

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[14] Annual ridership figures are not yet available since the service has not been in operation for a year.

[15] Office of Financial Management, Population and Components of Population Change by County: April 1, 2000 to April 1, 2008, Release date: June 30, 2008.

[16] Washington State Department of Agriculture, Agriculture – Washington's NO.1 Employer: Retrieved on July 21, 2008 from http://agr.wa.gov/AboutWSDA/.

In Yakima County, one out of five workers is employed in agricultural businesses. The agricultural nature of the economy attracts a large number of seasonal workers, who tend to have a higher percentage of unemployed workers, those living in poverty, compared to the state as a whole. The county's farm lands account for 11 percent of total farm lands in Washington State.

A number of transportation needs or barriers have been identified specific to Yakima County. The identification of these needs is based on consultation with local stakeholders, review of other studies and reports, and on findings emerging from the public forum convened in the city of Yakima as part of this project. The most significant needs are as follows:

Duplication of transportation resources: Transportation providers operate with local, state, and federal funding which is oriented to specific eligibility criteria for the person and ride purpose. There is a reluctance to integrate resources because of perceived risk, liability, and funding restrictions. This approach results in duplication of transportation service. The Coordinated Plan suggested that coordination could be improved by reducing redundancy and cited the following examples:

- *Equipment*: Each transportation system purchases vehicles only for their system.
- *Drivers*: School districts, Yakima Transit, Head Start programs, and other transportation providers hire and train their own drivers.
- *Service Eligibility*: Yakima Transit and the Community Connector are two public transportation systems that have no eligibility requirements. Other transportation systems have restrictions and have different requirements for documentation of eligibility.
- *Funding Restrictions*: Various funding sources restrict transportation services to a specific population for a specific purpose.

Older adults in Yakima County typically rely on their personal automobile for transportation. When they are unable to safely drive, it is often a difficult transition. Older adults need transportation to medical appointments, senior meal programs, shopping, visiting friends or relatives in hospital or nursing homes, and for community events that include spiritual, social, recreation, and cultural events. Those who are not eligible for Medicaid have limited options for non-emergency medical transportation.

Those who live outside the Yakima Transit service area in rural locations are often isolated from services. When access to services is no longer possible, older adults move out of their homes and communities to assisted living or nursing homes. Transportation provides access to services that allow older adults to remain independent and reside in their homes and community for a longer period of time. Transportation is needed for non-Medicaid-eligible older adults so that they can access specialty health care in Yakima, Tri-Cities or Seattle.

Individuals with disabilities need transportation to remain independent. Transportation provides access to jobs and training opportunities in their communities. Washington State, Division of Developmental Disabilities has implemented the "Working Age Adult Policy." This policy is to assist adults (21 to 62 years of age) with disabilities to enter the workforce. Transportation is a critical component. In order to maintain independence

and mobility, transportation is needed to access health care, shopping, recreation, and social services.

Youth need transportation to access educational opportunities, employment, and social services. Transportation is needed to participate in after-school activities (a particular challenge for those in rural locations) and to access post-secondary education. For example, Yakima Valley Community College (YVCC) reported that students have difficulty commuting to their Grandview and Yakima campus due to a lack of reliable transportation options.

Low-income individuals identified the need for transportation to access employment, training, education, child care, job search, social services, and health care. Without reliable transportation, individuals are unable to secure and maintain employment. Agricultural work requires dependable transportation to access employment in the rural areas of the county. Many entry level positions are in retail and warehouses that require weekends, holidays, and shift work. Low-wages make it difficult for individuals to purchase reliable vehicles and maintain automobile insurance. The working poor are left with few public transportation options to maintain employment.

Transportation is available for Medicaid eligible clients to access medically approved appointments, but there are limited transportation services for accessing non-medical services. The Deficit Reduction Act (DRA) requires families that receive Temporary Assistance for Needy Families (TANF) to participate in specific work activities in order to receive cash assistance. This federal requirement affects the increased need for transportation. The Wapato DSHS office conducted a survey in October 2005 with TANF clients and over 70% of the respondents indicated that transportation was a barrier to seeking, obtaining, and retaining employment. Low-income individuals have difficulty accessing education and social services that will assist individuals to become self-sufficient citizens.

The Coordinated Plan outlines the following strategies to address unmet transportation needs:

- Preserve and expand demand-response paratransit services for special needs populations
- Preserve and expand intercity connections throughout Yakima County
- Coordinate transportation services for special needs population

Coordination Activities

The Yakima County Special Needs Transportation Coalition works with community service providers to address transportation barriers for the special needs community to access services, employment opportunities, and daily activities. The Special Needs Coalition's goal is to improve transportation effectiveness and efficiency throughout Yakima County by collaboration.

PFP coordinates the Special Needs Coalition, providing leadership to facilitate and host the meetings. Since it was formed in 1998, there has been some limited funding that

has helped to support the facilitation through ACCT; however, PfP currently does not receive funding for its facilitation.

The mission is to improve effectiveness and efficiency at the county level. Success is measured by the ability to foster cooperation and collaboration among private and nonprofit transportation brokers and providers, local public transportation agencies, local government agencies, service agencies and organizations, private business and riders.

Member agencies and organizations include:
- Yakima County
- MedStar Cabulance
- Horizon
- Washington State Department of Transportation
- Department of Vocational Rehabilitation
- Disability Services for the Blind
- DSHS
- Yakima Valley Council of Governments
- HopeSources, Ellensburg
- People For People
- Yakama Nation
- Local Citizens
- Yakima Transit, City of Yakima
- EPIC

The Yakima County Special Needs Coalition provides a forum for agencies to discuss coordination of services, how to meet the needs of clients who fall under the special needs category and update each other on current projects. Currently, the coalition meets quarterly.   Prior to 2008, the coalition was meeting monthly.

The coalition was instrumental in preparing the Coordinated Public Transit-Human Services Transportation Plan that hosted the community forums and distributed surveys. The coalition was successful in providing the foundation for identifying transportation needs on the Yakama Nation Reservation and for securing FTA funding to implement the Yakama Nation Tribal Transit project. The coalition has provided the opportunity for transportation and human service providers to identify needs, prioritize projects, and coordinate limited resources.

One of the biggest challenges of the council is representing a very rural and economically disadvantaged county since the need for additional transportation resources is paramount to the health and well-being of our community.

Case Study Key Findings and Conclusions

Yakima County is a rural county which includes the city of Yakima, which as approximately 72,000 residents. Its rural nature is enhanced by the fact that it is surrounded by other rural counties, such as Kittitas, Grant, Benton, Klickitat, Lewis, and Skamania Counties. Yakima Transit serves the city of Yakima, but provides only limited service outside of the city. Those who live outside of the city are often isolated and have difficulty accessing specialized medical services, shopping, and educational opportunities that are located in the city of Yakima and beyond due to limited

transportation options. Special needs passengers were also found to have problems understanding and accessing existing services. Yakima County has an active Special Needs Coalition, which promotes transportation coordination throughout the county. Previous coordination efforts resulted in the county's coordinated plan and a partnership between the Yakama Tribe and Yakima Transit. The county could benefit from additional coordination efforts to addressing unmet transportation needs, especially in the rural areas. However, the Special Needs Coalition is limited by the fact that it does not receive funding for its facilitation. In addition, funding requirements at the state level make it more difficult for a county like Yakima to access resources than for more urban counties. Therefore, enhanced coordination at the state and local levels would help to address these coordination issues.

APPENDIX G

FACILITY SITING PROCEDURES

Facility Siting Procedure of General Administration

Washington State's General Administration (GA) has the statutory authority to acquire, lease, purchase, and dispose of real estate on behalf of all state agencies[1]. GA has the authority to determine the location, size, and design of real estate and improvements (although this is done with input from requesting agency). This section describes the process by which state agencies request new leased facilities.

The vast majority of state agencies are located in leased properties[2]. Facility site priorities are determined by the agency requesting a new location and GA is responsible for finding candidate locations, assessing their feasibility, and administering the leasing arrangement.

The requesting agency describes its preferred geographic area, location factors, and office space requirements. Generally, an agency providing social services includes access to and adjacency to public transit as one of its site requirements.

Each applicant for a new facility must determine its parking needs; if it is shown that more parking spaces are requested than what is allowed in the local zoning code, an exemption must be granted before additional parking can be leased. Once the application is approved, Real Estate Services (RES) begins to locate an appropriate facility based on specifications from the requesting agency.

When all submittals have been received from owners, developers or agents, a site selection team is put together to visit each site, or hear a proposed building plan in the form of a formal presentation. The site selection team members play the following roles:

- The leasing agent "scores" the facilities with respect to meeting state specifications and the program needs of the client agency.

- The Barrier Free Access Manager offers the perspective of persons with disabilities and evaluates the accessibility of the site.

- A neutral party, along with the two agency representatives, score the location, site, facility, parking, transportation alternatives, and access as to how well they met program needs.

- Office of Financial Management (OFM) staff conduct a cost analysis of the various proposals.

- The architect scores features such as the building envelope, structure, site plan, etc.

- The engineer scores building systems such as electrical, HVAC, mechanical, plumbing, etc.

The following factors are considered during the site evaluation:

- Location (Parking, public transportation, accessibility to major routes of travel, ingress and egress, proximity to clients and program needs): 34 points

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[1] Exceptions include four-year universities, the Department of Transportation, the Department of Fish and Wildlife, the Department of Natural Resources, the State Parks and Recreation Commission, and the Liquor Control Board. Source: House Bill Report (SHB 2366)

[2] Interview with Ron Wall, General Administration, July 31, 2008." Approximately 99.9% of state facilities are located in leased office space".

- Building (Efficiency/flexibility, suitability for program operations, heating/air conditioning, energy efficiency, lighting, exterior design): 34 points

- Other considerations (Downtown revitalization, historic preservation): 10 points

- Rental cost (32)

When scoring a proposed facility, access to public transportation is 7 points out of a possible 100 points. This underscores the fact that proximity to public transportation is just one of many factors that are considered in the siting process.

Siting Standards and Policies

GA does not have any policies that directly specify that facilities be coordinated with existing transit services. It relies on the requesting agency to delineate what its individual needs are.

However, it is GA's practice to ensure that service or customer-oriented agency programs are located adjacent to transit and pedestrian friendly facilities as much as possible. GA endeavors to locate social service programs in areas with effective and accessible infrastructure, such as sidewalks and public transit.

In addition, the Accessibility Addendum to GA's Leased Space Requirements provides supplementary requirements that apply to all State-leased facilities. It states that the Lessor shall clearly delineate the location of existing and proposed accessible parking, public transportation stop(s), and the accessible routes of travel from each to the main entrance of the proposed leased space.

GA defers to local zoning code for guidance on minimum and maximum parking requirements. If agencies require client or employee parking in excess of local zoning codes, an exemption justifying why additional parking is needed must be submitted to GA.

The Washington State Barrier-Free Access Checklist for State Leased Facilities, New and Renewals was developed by RES with the assistance of the Governor's Committee on Disability Issues and Employment (GCDE), members of the disability community, and client agencies. The State Barrier Free Manager designed the tool to help State government comply with requirements of the Americans with Disabilities Act Accessibility Guidelines (ADAAG), WAC 51-50, International Building Code (IBC) and ANSI 117.1[3].

RES assists tenant agencies in assessing and achieving program accessibility in leased facilities, although the tenant agency has ultimate responsibility for providing accessible services and programs. The following criteria relate to accessibility to transit:

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[3]ADAAG/ABA: Americans with Disabilities Act Accessibility Guidelines/Architectural Barriers Act. Department of Justice (DOJ): "ADAAG is the standard that must be used for privately-owned public facilities under title III of the ADA.

WAC 51-50:Washington Administrative Code, has requirements (Amendments) unique to Washington State

IBC/ANSI117.1: International Building Codes, can use these, but must also comply w/ WAC 51-50 and ADAAG.

- **Criteria 1.1**: Bus stop with working hour service within 600 feet of the primary entrance. Distance to the nearest stop_____"
- **Criteria 1.5**: The Lessor's Proposal information shall clearly show the location of accessible parking, public transportation stop(s), and the accessible routes of travel from each of the main entrance.

GA typically enters into five year leases and OFM approval is required for 10- or 15-year leases. Ten-year leases are less common, but are often necessary when leasing new buildings. SHB 2633 states that "GA may not enter into leases greater than 20 years".

APPENDIX H

AHCA STUDY: FLORIDA

INDEPENDENT ASSESSMENT:

FLORIDA NON-EMERGENCY MEDICAID TRANSPORTATION WAIVER

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OCTOBER 17, 2003

Executive Summary

Purpose

Pursuant to federal regulations governing the renewal of freedom-of-choice waivers, Florida's Agency for Health Care Administration (AHCA) contracted with the Bureau of Economic and Business Research (BEBR) at the University of Florida in order to conduct this independent assessment of Florida's Non-Emergency Transportation Waiver. Under this waiver, eligible Floridian Medicaid beneficiaries receive non-emergency transportation from their local Community Transportation Coordinators (CTC) in the Transportation Disadvantaged (TD) Program.

This assessment's objective is to examine whether AHCA's participation in the TD program is cost-effective, and whether the quality of service provided under this waiver program is at least as good as under complete freedom of choice.

Findings

This assessment finds that the provision of non-emergency transportation (NET) to eligible Medicaid beneficiaries is cost-effective and that the quality of service is not substantially compromised. Its conclusion is that the State of Florida—using the coordinated system—discharges its responsibility to beneficiaries under the Social Security Act and accompanying regulations. There are, however, areas in which the investigators feel that the program could be improved with any eye to both costs and quality of service.

Cost-efficacy: This assessment employs three methods to determine the cost-efficacy of the NET under waiver. The first is a direct comparison of the observed costs of Medicaid NET services in Florida fiscal year (FY) 2002 to the estimated costs in FY 2002 of Medicaid NET services had AHCA not joined the TD program.

Second is an econometric analysis using county-level cost information (such as average cost per beneficiary) under various specifications to estimate the cost effectiveness of the waiver program at the county level. Two specifications of this model under two samples of data, for a total of four regressions, are used to examine the waiver's effects, and all demonstrate that the current NET regime has led to sizeable reductions in total costs, the preferred estimates of which are shown in Exhibit 1 alongside those of previous analysis.

Exhibit 1
Total Cost Effectiveness of Florida NET in FY 2002
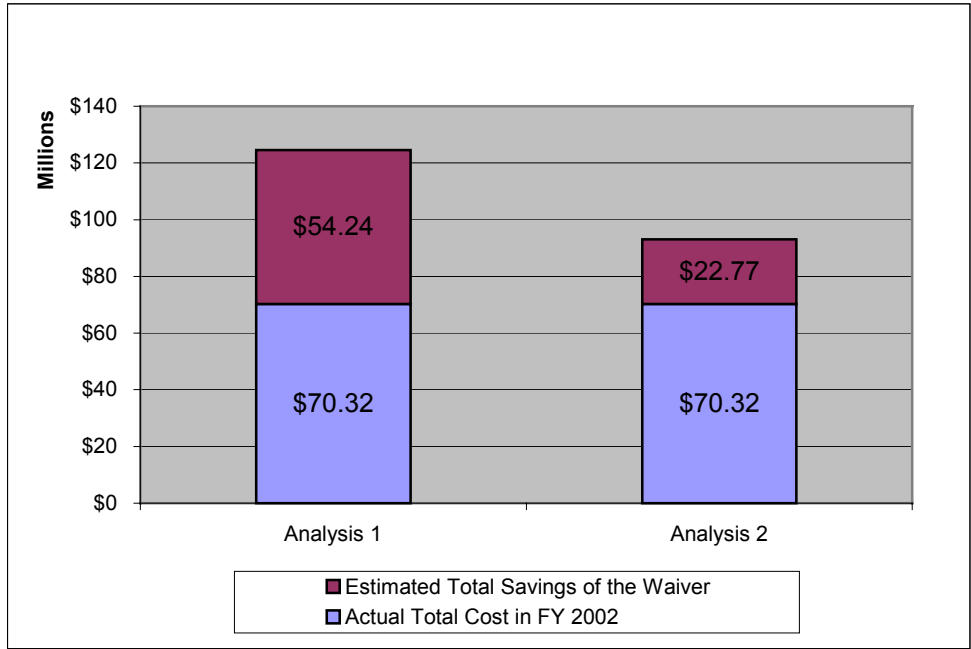
This analysis is then applied to users per beneficiary, claims per user, and cost per claim (of which average cost per beneficiary is the product) in an attempt to examine ways in which the waiver has affected the delivery of NET in Florida. The analysis also finds that Florida's NET program has reduced average cost per beneficiary by a third against the hypothetical non-waiver case for the fiscal year ending June 30, 2002. Additionally, and also against the non-waiver case, the NET program has witnessed large decreases in the costs per claim and users per beneficiaries, yet claims per user are much higher than they would otherwise have been.

Third analysis is another, more nuanced econometric examination which develops and employs a taxonomy of Community Transportation Coordinators, which is itself based on coordination models, described in Exhibit 2. This analysis permits investigation of which of the three models of coordination perform better under the different measures of cost.

Exhibit 2
Taxonomy of Coordinating Models

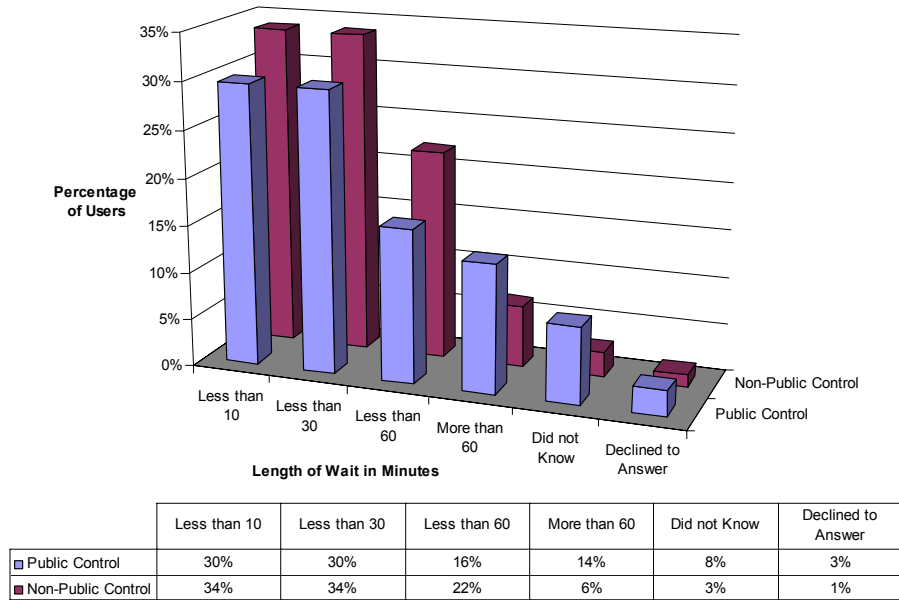| Coordinator Type	Characteristics
Complete Brokerage	Provides only brokerage service.
Partial Brokerage	Provides brokerage service and some transportation services.
Sole Source	Sole source of all brokerage and transportation services.

This analysis shows that Sole Source coordination model, relative to the other two, has had the largest reduction in average cost per beneficiary and in cost per claim, but it has also had

the largest increase in claims per users, a combination suggesting that the incentive structure facing CTCs could be improved.

Quality of Service: The assessment of the availability, accessibility and quality of transportation relies on data obtained from site visits to the CTCs of four diverse counties combined with the survey responses of 147 eligible Medicaid beneficiaries consisting of 77 current users and 122 current non-users of the service (where *current* is defined as the past six months) in those same counties. The general conclusion is that, apart from a few areas for possible improvement, Florida's NET program is successful in achieving its aims.

Nearly all beneficiaries responded that their drivers were "professional and helpful during transport," that their vehicles were clean and had had no mechanical problems. There are some observed instances of exceedingly long periods spent by some beneficiaries waiting for their transportation to arrive, but there is no evidence to suggest that it is endemic to the NET system. Exhibit 3 presents stylized responses of beneficiaries to questions of how long they wait for their transportation, and—taken with other results from the survey—suggest that the quality of transportation received by beneficiaries has not significantly suffered as result of the waiver.

Exhibit 3
Percentage of Users by Length of Wait, in Minutes, by Control

	Less than 10	Less than 30	Less than 60	More than 60	Did not Know	Declined to Answer
Public Control	30%	30%	16%	14%	8%	3%
Non-Public Control	34%	34%	22%	6%	3%	1%

Since, in the TD program, providing and maintaining beneficiaries' access to NET service is the principal role of a county's CTC, access can largely be discussed in terms of how effective CTCs are in discharging their duties. Beneficiaries' opinions of the CTCs were less glowing but still favorable: solid majorities of users responded that the coordinating staff was prompt and friendly in taking their calls, and that their calls usually take on average 13

minutes. Exhibit 4, drawn from results of the survey, shows that beneficiaries' calls to their CTCs are handled in a reasonably expeditious manner.

Exhibit 4
Times Spent Reserving Transportation (in Minutes)

	Mean	Median	Mode
Total Time on the Phone	12.82	5	5
Time on Hold	6.52	2	1

This assessment finds that neither access to nor the quality of transportation has not been substantially compromised as a result of the waiver, and the beneficiaries, by and large, concur: Exhibit 5 presents users' overall opinions of the Medicaid NET program in Florida and shows that a solid majority—58%—of surveyed users rate NET services as Very Good or Excellent, contrasting sharply with the 11% of users giving a rating of Fair or Poor.

Exhibit 5
Users' Ratings of NET Services
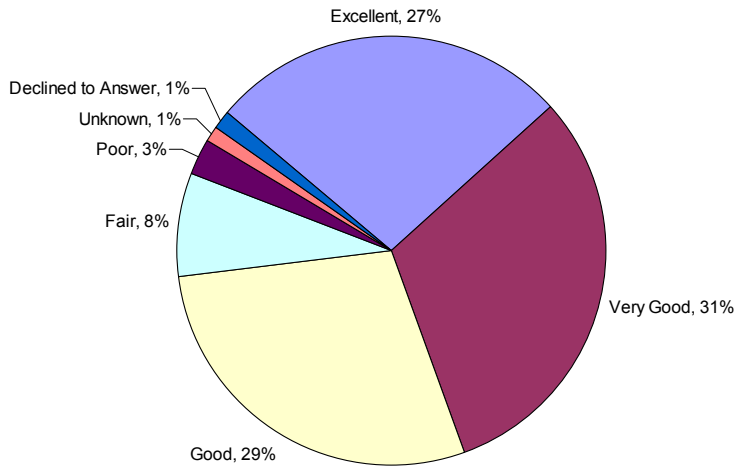
Suggestions for Improving Florida's NET System

As mentioned above, this assessment finds places where, with some further study, AHCA may be able to make its participation in the NET system more cost-effective and responsive to beneficiaries' needs.

- *Improved incentive structures for CTCs to reduce costs and to better monitor beneficiaries' use of the system and providers' services:*
    The current rate structure provides CTCs little incentive to do more screening than for beneficiaries' Medicaid eligibility, introducing the possibility that AHCA is not in

fact treated as the funding agency of last resort. AHCA might thus consider switching to a fixed-budget or cost-sharing system for paying CTCs, forcing them to bear some or all of the losses but also allowing them to retain some or all of the remaining funds. Alternatively, AHCA could impose a bonus system in which CTCs are paid for keeping costs below a certain target.

- *Strengthened monitoring and randomized "micro-audits" of individual trips by AHCA:*
  By slightly altering the trip-verification system (e.g., having drivers' trip sheets signed or stamped by drop-off facilities as opposed to passengers) and imposing a "micro-auditing" system (as distinguished from full audits of CTCs' and providers' operations) in which a few individual claims or batches of claims for payment are flagged for verification, AHCA could reduce the chances for collusion between transportation providers and established NET users to collect funds for fabricate trips.

- *Direct monitoring of quality of service by AHCA or the TD program:*
  The investigators feel that, while most beneficiaries have no complaints with the services they receive, AHCA would do well to monitor the quality of coordinating and transportation services directly. As a front-line measure, AHCA might wish to consider constructing a *mystery-rider program* (similar to that in Broward County), in which selected beneficiaries would report directly to AHCA about the quality of services received from both the coordinating staff and the drivers. A more thorough-going measure would be for AHCA to regularly, yet on a small scale, *directly survey beneficiaries* for their opinions of NET provision.

- *Statistical sampling of AHCA's beneficiary data to assist in budgeting and focus auditing efforts on most unusual cases:*
  In addition to random auditing of individual trips, statistical methods to keep track of the general patters of NET use by certain groups of beneficiaries would facilitate the detection and monitoring of conspicuous patterns of use or extraordinary requests by established recipients. Such analyses could conceivably be used to predict the costs of NET provision, aiding AHCA in the design of financial incentives. Additionally, such analysis would provide AHCA a chance to reexamine its current methods for collecting important user and system data for use in future audits and assessments, a move which might be beneficial in and of itself.

- *Reexamination of current grievance procedures and system of co-payment:*
  The results of the beneficiary survey raise questions about how well co-payment and the grievance procedures are implemented: there seems to be a sense of dissatisfaction with the grievance procedures among beneficiaries who have used them, and there is some slight evidence to suggest that some transportation providers co-pay policies deviate from the mandated norm. The investigators feel that AHCA should at the very least consider further investigation of these aspects of the program and ways in which they might be improved.