Coordinated Transportation Plan:
FOR PEOPLE WITH SPECIAL TRANSPORTATION
needs in Pierce County
Coordinated Transportation Plan:
For People With Special Transportation Needs in Pierce County

Strategic Plan for 2007 to 2011
Pierce County Coordinated Transportation Coalition

Adopted December 1, 2006

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The Pierce County Coordinated Transportation Coalition (PCCTC) has been in existence since 1999, working together to increase mobility and access for people who cannot transport themselves due to age, disability or income. 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 plan has guided the coalition over the past five years. The coalition is now updating its strategic plan for 2007-2011.

Purpose of the Plan
The 2007-2011 Strategic Plan serves a number of purposes. The plan:

· Provides a set of priorities and projects to improve mobility and access for people with transportation challenges in Pierce County;

· Improves coordination between transit, human services, and schools;

· Supports and builds on the successes of the existing coordinated transportation projects that were initiated under the 2002-2006 strategic plan;

· Feeds into the regional planning processes of Sound Transit and the Puget Sound Regional Council to ensure that Pierce County needs are reflected in regional plans; and

· Satisfies the requirements of funding sources for a coordinated transit and human services transportation plan and positions Pierce County to receive grant funds under the new federal Safe, Accountable, Flexible, and Efficient Equity Act of 2003 (SAFETEA-LU).

Vision
Transportation services in Pierce County will provide mobility for the entire community where no one has to depend on a personal auto unless they choose to do so.
Elements of the Plan
The plan addresses all the required elements of coordinated human services and public transportation plans, including:

- A description of the coordination history in Pierce County;
- A description of stakeholder involvement in the development of the plan;
- A demographic profile of Pierce County, focusing on the population with special transportation needs;
- An inventory of the transportation resources in the county;
- An analysis of common travel origins and destinations;
- An analysis of transportation needs and gaps;
- A statement of goals and objectives; and
- A prioritized list of projects to address the identified needs and gaps

Background
Roughly forty percent of the county’s population is in a demographic group that has a higher need for transportation services because they are potentially unable to drive due to a disability, age, or income status. Forty-five percent of the county’s population lives in the unincorporated parts of the county where transportation resources are limited to scarce.

The population of the county will grow by 7 percent in the next five years, increasing the need for public transportation. By 2010, 16.4 percent of the population, or 130,000 people, will be over age 60.

Public programs spent over $140.9 million on public transportation in Pierce County in 2005 (excluding ferries). Of this:

- Transit systems accounted for 61% of the total expenditures
- School districts accounted for 30% of the total expenditures; and
- Human service programs accounted for 9% of the total expenditures

Transportation Needs and Gaps
- 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 for 2007-2011

To address the needs and gaps, the PCCTC steering committee identified five strategic goals for 2007-2011. The coalition activities and projects outlined in the plan will focus on achieving these major goals:

- 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

Strategic goals, objectives and projects are summarized in rank order below. These and other identified projects that meet the strategic goals and objectives will be submitted to appropriate agencies for potential funding. The estimated budget to implement the proposed projects in the PCCTC 2007-2011 Strategic Plan amounts to $18.8 million over the next five years, or approximately $3.8 million annually.
<table>
<thead>
<tr>
<th>GOALS</th>
<th>Rank</th>
<th>A</th>
<th>Move from demonstration of coordinated transportation to ongoing operation of a fully coordinated transportation system</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Hi</td>
<td>B</td>
<td>Increase public awareness of mobility options and advocacy for transportation coordination activities.</td>
</tr>
<tr>
<td></td>
<td>Hi</td>
<td>C</td>
<td>Reduce duplication in administering and providing trips between transit, schools, social services and other transportation providers</td>
</tr>
<tr>
<td></td>
<td>Hi</td>
<td>D</td>
<td>Maintain transportation service quality while coordinating transportation systems.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>E</td>
<td>Increase regional modes of transportation and regional transportation connections.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>STRATEGIES</th>
<th>Rank</th>
<th>A</th>
<th>Establish stable funding sources for successful demonstration transportation services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hi</td>
<td>B</td>
<td>Increase regional modes of transportation and regional transportation connections</td>
<td></td>
</tr>
<tr>
<td>Hi</td>
<td>C</td>
<td>Work with regional partners to improve mobility within the region, focusing on cross jurisdictional and connectivity.</td>
<td></td>
</tr>
<tr>
<td>Hi</td>
<td>D</td>
<td>Create two-way communication with regional partners to reach a common vision for mobility and access in the region.</td>
<td></td>
</tr>
<tr>
<td>Hi</td>
<td>E</td>
<td>Establish coordinated mobility services with the responsibility of convening the group, coordinating the work of PCCTC, and carrying out basic PCCTC functions.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Potential as of 10/1/06</th>
<th>Rank</th>
<th>A</th>
<th>Bus Plus: Continue and expand</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>4</td>
<td>8</td>
<td>PCCTC Mobility Coordination: Program Mobility Coordinator</td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>6</td>
<td>Transportation Information and Referral: 2-1-1 Partner</td>
</tr>
<tr>
<td></td>
<td>12</td>
<td>13</td>
<td>Reporting Requirements and Procedures: Standardize and automate</td>
</tr>
<tr>
<td></td>
<td>13</td>
<td>19</td>
<td>Coordinated School District Transportation: Trunk-feeder for Regional Destinations</td>
</tr>
</tbody>
</table>

|                         | 2    | 5 | Beyond the Borders: Continue and seek sponsorship |
|                         | 11   | 12 | Direct Connect Transit Agency: 2-1-1 and 5-1-1 Partners |
|                         | 16   | 15 | Develop Consistent Driver Standards: Driver training certification |
|                         | 18   | 19 | Pierce and King Counties: ADA Service Connector |

|                         | 3    | 7 | Road to Independence: Work First Van Continuation |
|                         | 16   | 15 | Develop Consistent Vehicle Standards |
|                         | 18   | 19 | Pierce and Thurston Counties: ADA Service Connector |

|                         | 4    | 14 | PCCTC Mobility Coordination Program: Mobility Coordinator |
|                         | 17   | 18 | Shared Driver Pool: Recruitment screening, training, certification and utilization |
|                         | 19   | 19 | Pierce and Kitsap Counties: ADA Service Connector |

|                         | 10   | 20 | PCCTC Volunteer Program: Drivers and Dispatchers, Bus Buddies, Booster Club and Passenger Assistance |
|                         |      |    | Common Ground: Revised Scope of Work Allocate Resources |
1.0 Introduction

The Pierce County Coordinated Transportation Coalition (PCCTC) has been in existence since 1999, working together to increase mobility and access for people who cannot transport themselves due to age, disability or income. The ultimate vision for Pierce County’s coordinated transportation system is that:

“Transportation services in Pierce County will provide mobility for the entire community where no one has to depend on a personal auto unless they choose to do so.”

The coalition is staffed through Pierce County Community Services. The executive sponsor of the coalition is the Pierce County Chief of Staff. The Steering Committee is chaired by Pierce Transit.

The partners have established an agreed upon structure for administering, facilitating, and implementing a coordinated transportation model for Pierce County residents, particularly residents with special transportation needs. The coordinated transportation model is illustrated on the following page. The decision-making structure is outlined in a Statement of Intent, signed by key executives in the community. The agreement is provided under Appendix A.

PCCTC Steering Committee hard at work.
Figure 1.1: Pierce County Coordinated Special Needs Transportation Model
Coordinated Progress
In 2002, the PCCTC conducted an inventory of local resources, identified transportation needs and gaps, and prepared a strategic plan for addressing those gaps. PCCTC prioritized a series of projects, then pursued and obtained funds to implement them.

The table below outlines key demonstration projects that have been, or in the process of being implemented.

Figure 1.2: PCCTC Demonstration Projects: 2002-2006

<table>
<thead>
<tr>
<th>Demonstration Project</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Beyond the Borders:</strong> Providing transportation in rural Pierce County</td>
<td>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.</td>
</tr>
<tr>
<td><strong>Common Ground:</strong> Coordinating Medicaid and ADA transportation</td>
<td>Assess and demonstrate potential efficiencies when ADA and Medicaid eligible passenger trips are scheduled together.</td>
</tr>
<tr>
<td><strong>LifeLink:</strong> Providing crucial service access for Medicaid participants</td>
<td>Enable all Medicaid eligible participants to access non-Medicaid eligible life support services (e.g. grocery store, pharmacy, etc.)</td>
</tr>
<tr>
<td><strong>Road to Independence:</strong> Addressing the transportation needs of WorkFirst participants</td>
<td>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.</td>
</tr>
<tr>
<td><strong>McKinney - Vento Homeless Pupil Transportation Pilot</strong></td>
<td>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.</td>
</tr>
</tbody>
</table>
Additional accomplishments toward PCCTC goals include the following.

**Goal: Reduce duplication of transportation services.**
- Developed cost allocation formula for grouped trips.
- Completed a trip consolidation analysis test to determine potential cost savings by grouping Medicaid and Transit trips to common destinations.
- Completed a memorandum of understanding to share rider information within HIPAA regulations between Pierce County, Pierce Transit and Paratransit Services (Medicaid broker) for purpose of grouping trips and evaluating data.
- Used the existing infrastructure of Medicaid broker to reduce costs and duplication.
- Contracts signed with Pierce and King County School districts to begin brokering homeless transportation in 2005-06 School Year.
- Coordination of Beyond the Borders trips with Medicaid trips and Pierce Transit connections.

**Goal: Preserve and expand special needs transportation services.**
- Between July 2004 and December 2005, the Beyond the Borders transportation services have provided trips to about 140 people, with approximately 6,500 passenger boardings. Boardings have increased about an average of 17 percent per quarter since the service began. This is a new service providing general transportation in an area that did not have it before.
- Average daily boarding’s on Pierce Transit Bus Plus Service continues to increase.
- PCCTC partners provided free Christmas shopping trips for special needs residents in South Pierce County two years in a row. Three people were transported the first year and 20 people the second year. Target and WalMart staff helped people and served hot apple cider, coffee and cookies. Five boy scouts volunteered and assisted passengers.

**Goal: Increase public awareness of mobility options and coordination activities.**
Since January 2002, the PCCTC:
- Hosted two public forums on Coordinating Transportation Services.
- Facilitated 13 Community Assembly meetings; attendance ranged from 10-30 participants.
- Provided over thirty presentations on PCCTC activities and projects.
- Produced a video on PCCTC and transportation coordination.
- Designed a website with PCCTC information.
- Produced 4 newsletters.
- Coordinated marketing efforts between Pierce County and Pierce Transit to inform public of special needs transportation services.
- Distributed seven press releases on PCCTC activities. These were printed in the paper.
- Shared the transportation provider inventory with Sound Transit, for inclusion in an updated on-line regional transportation directory.
Goal: Gain state and local leadership support of coordinated transportation in Pierce County.

- Established a governance structure (Interagency Governing Assembly, Steering Committee, Consumer Board and Community Assembly) that meets regularly and approves business for the Coalition.
- Governance structure and rules of operation were approved and included in the Interagency Governing Assembly signed Statement of Intent.
- County Chief of Staff agreed to Chair the Interagency Governing Assembly to show county approval and leadership for coordination projects.
- Developed and adopted a coordinated transportation model, implementation and evaluation plan.
- Presented possible solutions for special needs school district transportation to King and Pierce County School districts. This resulted in a demonstration project.
- Held ground breaking ceremony for Beyond the Borders project with Legislators and Council members as guest speakers.
- Partnered with Cascadia Project to host Regional Transportation Leadership Summit.
- Worked with CTA-NW and ACCT in the passage of the "stretcher bill" and UTC bill, and the defeat of the Medicaid co-pay language.
- Funding partners include:
  - Pierce County Council
  - Pierce Transit
  - Washington State Department of Transportation (WSDOT)
  - Sound Transit
  - Town of Eatonville
  - Puget Sound Educational Services District (PSESD)
  - Pierce County Community Development
- In-kind support is provided by the members of the steering committee. These members spend approximately twenty or more hours per month on coordination projects.

Goal: Increase regional and multi-modal transportation coordination.

- Working with Sound Transit to develop regional transportation coordination plan.
- Working with Sound Transit to update transportation provider information for on-line FindARide.org directory.
- New Route funded by WSDOT to run from Lewis County through south Pierce County and connect with Pierce Transit.
- Exploring coordination opportunities with Thurston County, including making ride connections between Roy and Yelm.
- The PCCTC coordination model has served as a model for other coalitions in our state and other states.

A full progress report is provided under Appendix B.
Pierce County has demonstrated its ability to respond collectively to transportation issues as they arise in the community, even when they were not identified and included in the strategic plan. One example is the creation of the Pierce Transit Bus Plus program. This service address two service gaps that were identified in the strategic plan:

- A “donut hole” in the Pierce Transit service area of Fredrickson. Buses operated around it, but not in it.
- The Key Peninsula had limited service.

Pierce Transit, with the support of the PCCTC, sought grant funding to begin a routed, dial a ride service in these underserved areas. Riders need to schedule a ride in advance, but a van follows a fairly regular route through the area. People can connect to regular fixed routes, as well as get to shopping destinations along the routes.
2.0 Stakeholder Involvement

Cooperation and collaboration is fostered among private and nonprofit transportation brokers and providers, local public transportation agencies, state and local human service agencies, businesses, and riders.

Membership in the Pierce County Coordinated Transportation Coalition (PCCTC) is extended to all organizations and providers who provide services to or advocate for people with special transportation needs. PCCTC participation has included:

Cities and Counties
- Pierce County, Lead Agency
- Town of Eatonville
- City of Roy

Transit Agencies
- Pierce Transit
- Sound Transit

School Districts
- Bethel School District
- Sumner School District
- Tacoma School District
- Puget Sound Educational Service District

Transportation Providers and Brokers
- Paratransit Services, Inc. (the Medicaid broker)
- Transpro Inc. (a local provider)
- Local Motion (local transportation provider)

Community Organizations
- Associated Ministries of Pierce County
- Boys and Girls Club
- Catholic Community Services
- Center for Independence
- Consumer Representatives
- Eatonville Community Center
- Eatonville Methodist Church
- Pierce County Area Agency on Aging
- Roy Community Center
- Tacoma Area Center for Individuals with Disabilities
- Tacoma Goodwill Industries
- Tacoma-Pierce County Workforce Development Council
- Work Source Center
- United Way of Pierce County

State Agencies
- Agency Council on Coordinated Transportation
- Office of the Superintendent of Public Instruction
- Washington State Department of Social and Health Services
- Washington State Department of Transportation
Decision-Making Structure
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 makes policy for the PCCTC or advocates for policy changes with the members’ parent organizations.

The Interagency Governing Assembly is kept abreast of coordinated special needs transportation issues and progress by the PCCTC Steering Committee. The Steering Committee is the guidance and “work horse” of the informal organization.

The Steering Committee is also the lynch pin for gathering and disseminating information to the special needs population and the community at-large. Figure 2.1, which is discussed in further detail in Appendix A, illustrates the decision-making structure and the different roles and responsibilities.

Figure 2.1: PCCTC Decision Making Structure Plan Development

Pierce County Coordinated Transportation Coalition
Organizational Structure and Roles

[Diagram showing the decision-making structure]
Plan Development
The development of the 2007-11 Pierce County coordinated special needs transportation plan involved all members of PCCTC, with the PCCTC Steering Committee taking the lead in drafting the plan and getting public feedback, and the Interagency Governing Assembly adopting the plan. The PCCTC steering committee developed the plan using the following methodology:

Progress in implementing the 2001-06 Strategic Plan was evaluated
The committee conducted a progress evaluation of its 2001-2006 Strategic Plan. The committee identified successes as well as areas where it fell short of implementing the strategies laid out in the plan. The Progress Report (Appendix B) was presented to the Interagency Governing Assembly.

A Steering Committee retreat launched the next planning cycle
The steering committee held an all day retreat to start the planning cycle. Using the previous strategic plan and the progress report, the committee identified five major goal areas for the Coalition to focus on:

· Move from demonstration of coordinated transportation to ongoing operation of a fully coordinated transportation system.

· Reduce duplication in administering services and providing trips between transit, schools, social service agencies, and other transportation providers.

· Increase public awareness of mobility options.

· Advocacy for transportation coordination activities.

· Maintain transportation service quality while coordinating transportation.

· Increase regional modes of transportation and regional transportation connections.

The committee formed work groups to further refine goals and objectives and to develop strategies for implementing them.

Bi-monthly Steering Committee meetings addressed various aspects of the plan
The steering committee met twice each month to focus on specific aspects of the strategic plan. Community agencies were invited to participate, to share information, and to help develop objectives and strategies. For example, representatives from the United Way 2-1-1 Human Services Information line and the 5-1-1 Transportation Information line attended a steering committee meeting to discuss ways to coordinate public awareness and information technology activities.

A second retreat focused on project ideas
The committee held a second retreat to review and refine the goals, objectives, and strategies that were developed by the work groups to brainstorm ideas for projects addressing needs and gaps, and to agree upon criteria for ranking projects. Work group members took responsibility for writing project descriptions that more fully explained how the coalition would achieve its 2007-2011 goals.

A Needs Assessment was conducted
The committee conducted a needs assessment of the target population to help identify needs and gaps. A questionnaire was sent to Pierce Transit ADA registrants and other Pierce Transit customers, the county’s aging and disability client list, and the energy assistance client mailing list. In all 8,000 questionnaires were distributed. People returned their survey responses to an independent research firm, Elway Research, Inc. Over 2,000 were returned and included in the analysis. The survey questions are included under Appendix D and the needs assessment report is under Appendix G.
Common Origins and Destinations were identified
Census data was used to identify common origins of people with special transportation needs. Common origins are defined as the place of residence of elderly, disabled, and low-come populations. The census maps are included in the Common Origins and Destinations section of this report. The transportation needs assessment and a provider survey conducted by Sound Transit was used to identify destinations. In addition, using the past year’s travel data, Paratransit Services Inc. and Pierce Transit identified the top 50 travel destinations of Medicaid and SHUTTLE riders. These are included in Appendix C.

First Draft 2007–2011 strategic plan was prepared
The committee prepared a draft plan and presented it to the Interagency Governing Assembly for approval to distribute for public comment.

Public feedback on the plan was obtained
PCCTC sought feedback on the draft strategic plan in the following ways:
• The draft strategic plan was posted on the PCCTC website. Stakeholders were invited to review the report and provide comment.
• A public meeting was held on August 24, 2006. Attendees discussed the general direction of the goals and strategies in the local and regional plan.
• Presentations at specific meetings upon request.

The plan was adopted by the Interagency Governing Assembly
After public feedback was evaluated, the committee prepared a final draft of the plan and took it to the Interagency Governing Assembly for adoption.
3.0 Pierce County Demographics

Pierce County is the second most populous county in Washington, with a 2005 population approaching 750,000. It lies in the Puget Sound Metropolitan area, immediately south of King County, which is the most heavily populated county in the state.

Though part of the larger Puget Sound metropolitan area, Pierce County has a large rural area with 45 percent of the population living outside of incorporated cities. The county has a landmass of 1,676 square miles and rises from sea level to 14,410 feet above sea level at the peak of Mount Rainier. The population density is 424 people per square mile. The western part of the county is heavily populated, while the eastern county consists of small towns, unincorporated areas, Mount Rainier National Park and the Gifford Pinchot National Forest. Washington’s major north-south transportation corridor, Interstate 5, runs through the western half of the county.

Roughly forty percent of the population is in the demographic groups identified with higher need for transportation services because they are potentially unable to drive due to a disability, age or income status. This is the target population for this plan.

The County has grown 5.6 percent since the initial strategic plan in 2002 and is projected to continue growing at a slightly higher level over the next five years.
**Figure 3.1: People Typically with Higher Transportation Needs (U.S. Census 2000, with 2005 updates and 2010 projections from the Governor’s Office of Financial Management)**

<table>
<thead>
<tr>
<th></th>
<th>Pierce County 2000</th>
<th>Pierce County 2005</th>
<th>Pierce County 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population</td>
<td>700,820</td>
<td>740,838</td>
<td>788,580</td>
</tr>
<tr>
<td>With a disability</td>
<td>123,624</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Age 60+</td>
<td>95,391</td>
<td>107,982</td>
<td>129,668</td>
</tr>
<tr>
<td>Age 5-19</td>
<td>161,653</td>
<td>160,327</td>
<td>161,678</td>
</tr>
<tr>
<td>Below poverty level</td>
<td>71,316</td>
<td>n/a</td>
<td>n/a</td>
</tr>
</tbody>
</table>

**People with a Disability:** Almost 124,000 people, about 15 percent of the county’s population, report a disability. A disability as defined by the U.S. census means significant limitations in sensory, physical, or mental functions, the ability to provide self-care, or the ability to function outside of one’s home. Of those reporting a disability, a little over half are employed as compared to 77 percent employment for those with no disability.

**Figure 3.2: Employment and People with Disabilities (U.S. Census 2000)**

<table>
<thead>
<tr>
<th></th>
<th>Pierce County 2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population 21-64 years</td>
<td>389,033 100%</td>
</tr>
<tr>
<td>With a disability</td>
<td>79,383 20.4%</td>
</tr>
<tr>
<td>Percent employed</td>
<td>58.3%</td>
</tr>
<tr>
<td>No disability</td>
<td>309,650 79.6%</td>
</tr>
<tr>
<td>Percent employed</td>
<td>77%</td>
</tr>
</tbody>
</table>
**People with Low Incomes:** Roughly 7 percent of the county's population lives below the poverty level. For a family of four persons, the US Census poverty threshold is an annual income of $18,810. Many people with lower incomes are either without a car or without reliable transportation – which creates a barrier to accessing training and employment. In addition, transportation costs put a tremendous strain on limited budgets. According to the Surface Transportation Policy Project, the poorest 20 percent of American households, those earning less than $13,908 (after taxes) per year, spend 40.2 percent of their take home pay on transportation. For many people in this situation, owning a private vehicle, or being able to maintain a private vehicle, is not an affordable option.

**Figure 3.3: Economic Indicators (OFM projections 2005)**

<table>
<thead>
<tr>
<th></th>
<th>Pierce County</th>
<th>Washington State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unemployment Rate</td>
<td>5.1%</td>
<td>6.35%</td>
</tr>
<tr>
<td>Percentage of the population with incomes below the federal poverty level</td>
<td>10.5%</td>
<td>15.9%</td>
</tr>
</tbody>
</table>

In FY 2004, 235,265 people (31.6%) of the Pierce County population used services provided by the Department of Social and Health Services (DSHS). The cost of those services amounted to $889,019,664 and included Aging and Adult Services, Alcohol and Substance Abuse, Children's Services, Developmental Disabilities, Juvenile Rehabilitation, Medical Assistance, Mental Health Services, and Vocational Rehabilitation. People who make use of DSHS services often are transportation disadvantaged. Their ability to access these essential services may depend on their ability to find transportation. Services cannot be effective unless people can get to them.

**Seniors:** In Pierce County the population over age 60 is growing at a faster rate than the population in general. In 2005, 14.6 percent of the population was over age 60; in 2010, 16.4 percent of the population, 130,000 people, will be over age 60. According to the American Journal of Public Health, about one in five (21 percent) Americans age 65 and older do not drive, and more than 50 percent of non-drivers age 65 and older stay home on any given day because they lack transportation options. In addition, people outlive their ability to drive an average of six to eleven years. As the population ages, the need for transportation options other than individual driving will increase exponentially.

**Youth:** Over 160,000 people, nearly 22 percent of the county's population, are children age 5 to 17. Those under 16 do not have a driver's license and are dependent on others for transportation. Sixteen and seventeen year olds may have a driver's license, but no access to a car. While getting back and forth to school is not a problem, engaging in other activities may be. An increasing number of schools are unable to offer transportation for before and after school activities. Parents may be unable to transport children either because they are unavailable or because they have transportation barriers themselves.

4.0 Transportation Resources

Public programs spent over $140.9 million on transportation in Pierce County in 2005. These programs provide transportation directly or purchase transportation from providers in the community. The major transportation funding sources are:

- Transits
- Public School Districts
- Human Service Programs

By far the greatest expenditures on public transportation are those made by the transit systems, which comprise 61 percent of the total expenditures. Schools follow at 30 percent; and human services at 9.2 percent.

Figure 4.1: Transportation Expenditures by Agency

Data Source: Washington State Department of Transportation; Washington State Department of Social and Health Service, Medical Assistance Administration; Office of the Superintendent of Public Instruction.
The most expensive way of delivering transportation services is the demand response mode, regardless of who is providing the service. At an average cost of $27.73 per trip, demand response requires a higher level of passenger assistance, which ranges from curb to curb service, door to door service, and to helping people out of their home and into the vehicle. Typically there are fewer passengers on a demand response trip, and a single passenger is not uncommon. A continued challenge of the coalition is to more efficiently coordinate the demand response trips provided by different agencies.

Coordination offers opportunities to reduce costs for providing demand response trips.

To the extent that trips funded by different programs can be grouped, or riders can be offered supports that enable them to use the fixed route system, cost savings occur.

Another cost effective option is to encourage the use of fixed route and van pool trips, where appropriate. Fixed route trips and van pools are, by comparison, less expensive trips ranging from $1.81 to $4.67 per trip.

Figure 4.2: Average Cost Per Trip; 2000-2005

Data Source:
Washington State Department of Transportation; Washington State Department of Social and Health Service, Medical Assistance Administration; Office of the Superintendent of Public Instruction.
Transit Systems

Two transit systems, Pierce Transit and Sound Transit, provide a variety of services in Pierce County as outlined in the table on the following page. Connections with King County Metro also occur to the north of Pierce County and connections to Intercity Transit of Thurston County occur south of Pierce County.

Washington state law allows local governments to establish special purpose districts with authority to levy taxes in order to provide public transportation. Special purpose districts can only be established with voter approval. Each type of transit district has rules for boundaries, governing bodies, taxing authority, funding, and other governing and operating processes.

Figure 4.3: Pierce Transit System Map

Pierce Transit is a Public Transportation Benefit Area (PTBA). The service area does not follow county or city boundaries. It focuses on specific areas of the county that have been approved by the voters. The southern and eastern parts of the county are not served by Pierce Transit, because they are not within the PTBA boundaries and Pierce Transit has no authority to operate in those areas. Figure 4.3 depicts the Pierce Transit Service area and routes. Figure 4.5 shows the entire Pierce County, with the PTBA area outlined. Bus Plus routes are provided under Appendix E.

Sound Transit is a Regional Transportation Authority. Its service area includes major urban boundaries, crosses jurisdictional boundaries and areas already served by other transit systems. Sound Transit contracts with Pierce Transit to operate commuter bus routes. Sound Transit is responsible for the Tacoma Link service.
### Figure 4.4: Transit Services in Pierce County

<table>
<thead>
<tr>
<th>Transit System</th>
<th>Service</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fixed Route Services</strong></td>
<td>Provides public fixed route, scheduled bus services, for a fare within designated areas of Pierce County. Seniors and persons with disabilities may be eligible for reduced fares.</td>
</tr>
<tr>
<td><strong>SHUTTLE (ADA Demand Response Services)</strong></td>
<td>SHUTTLE services are provided for individuals living close to a regular Pierce Transit bus route but are unable to ride a regular bus due to functional or cognitive disabilities. Persons must apply for the service and meet criteria for SHUTTLE services as established by the Americans with Disabilities Act (ADA). SHUTTLE may provide some or all transportation services needed. There is a minimal charge for each ride. Restrictions apply.</td>
</tr>
<tr>
<td><strong>Mid-County BUS PLUS Deviated Route Dial-a-Ride</strong></td>
<td>Mid-County Plus operates like a regular bus route with two kinds of service: scheduled and by request. Customers can ride the bus by going to a stop at the scheduled time. Customers can also request to be picked up at locations other than scheduled stops. Bus Plus operates on weekdays only, from 5am to 9pm. Rides must be request at least 2 hours in advance.</td>
</tr>
<tr>
<td><strong>Peninsula BUS PLUS Deviated Routed Dial-a-Ride</strong></td>
<td>Peninsula Bus Plus operates like a regular bus route with two kinds of service: scheduled and by request. Customers can ride the bus by going to a stop at the scheduled time. Customers can also request to be picked up at locations other than scheduled stops. Peninsula Bus Plus operates on the peninsula and connects people with regular Pierce &amp; Kitsap transit routes going into Tacoma and other parts of Pierce County.</td>
</tr>
<tr>
<td><strong>Northeast Tacoma BUS PLUS Routed Dial-a-Ride</strong></td>
<td>Northeast Tacoma Bus Plus provides service in northeast Tacoma between Commencement Bay and the King County line, with a run into King County to stop at the Twin Lakes Park and Ride.</td>
</tr>
<tr>
<td><strong>Orting Loop Routed Dial-a-Ride</strong></td>
<td>The Orting Loop is a dial a ride services that connects Orting to South Hill, the YMCA, and other regular transit routes. Vans operate Tuesday, Thursday, and Saturday and run every two hours from 8am to 5pm. Rides must be scheduled one to fire days in advance.</td>
</tr>
<tr>
<td><strong>Van Pools</strong></td>
<td>Pierce Transit manages a fleet of over 200 van pools. Vans are assigned to approved commuter groups of 8 to 15 people and are driven by volunteers. Riders pay a low monthly fare to cover operating costs. Pierce Transit owns, maintains, manages, insures, and licenses the fleet.</td>
</tr>
<tr>
<td><strong>SOUND TRANSIT</strong></td>
<td>Sound Transit works with the other transit systems to provide regional transportation. Sound Transit operates Tacoma Link Light Rail, the 1.6 miles light rail line between Tacoma Dome Station at Freighthouse Square and the city’s historic Theater District. Sound Transit contracts with Pierce Transit to provide urbanized commuter routes and suburban intercity routes. In addition, Sound Transit contracts with Burlington Northwest Santa Fe Railroad to provide Sounder commuter rail between Seattle and Tacoma.</td>
</tr>
</tbody>
</table>
Figure 4.5: Pierce County with PTBA Boundaries

Figure 4.6: Transit Travel Data 2005

<table>
<thead>
<tr>
<th></th>
<th>Sound Transit</th>
<th>Pierce Transit Shuttle - ADA service</th>
<th>Pierce Transit Fixed Route services</th>
<th>Van Pool Travel Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passenger Trips</td>
<td>884,895</td>
<td>415,621</td>
<td>14,258,080</td>
<td>734,430</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$3,806,000</td>
<td>$12,328,130</td>
<td>$66,649,987</td>
<td>$2,974,805</td>
</tr>
<tr>
<td>Operating Cost per</td>
<td>$4.30</td>
<td>$29.66</td>
<td>$4.67</td>
<td>$4.05</td>
</tr>
<tr>
<td>Passenger Trip</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue Vehicle</td>
<td>96,322</td>
<td>2,463,722</td>
<td>10,465,364</td>
<td>3,868,419</td>
</tr>
<tr>
<td>Miles</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Cost per</td>
<td>$39.51</td>
<td>$5.00</td>
<td>$6.36</td>
<td>$.77</td>
</tr>
<tr>
<td>Revenue Vehicle</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mile</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Transit data provided by the Washington State Department of Transportation, 2005 Transit Report.
School District Transportation
There are 15 school districts in the county. School district boundaries were drawn many decades ago and seldom change. As a result, boundaries generally do not line up with any particular city or town jurisdiction.

School districts provide transportation services to support their educational mission. This means transporting students:

- To and from school.
- To and from required educational, medical or social services which occur in other facilities during the school day, for students who have an Individual Education Plan (IEP).
- To and from school of origin, regardless of where the student resides, if the student is homeless and covered under the McKinney Vento Act or is a child in foster care.
- Between school districts if a student needs service from a program that is not offered in the home district.
- On an elective basis, home from after-school activities or to and from extracurricular events. Due to lack of funds, this is becoming rare.

School districts provide transportation services in a variety of ways, including:

- Operating a complete in-house transportation program.
- Owning buses and other vehicles, but contracting for the operation of the transportation program.
- Contracting for a complete transportation program with one entity.
- Contracting for different program elements with different entities.
- Purchasing bus passes for students
- Reimbursing parents to transport students

Although school districts are not required to provide transportation, all of them have a transportation program. Transportation programs must comply with Washington statutes.

State law stipulates that each local school district is responsible for the operation of its own student transportation program. Each district determines which individual students are transported, what routes are used, and how transportation is provided. A school district is authorized to provide for the transportation of students enrolled in the schools of the district both in the case of students who reside within the boundaries of the district and of students who reside outside the boundaries of the district.
School districts typically provide transportation service to students of their own district who are in grades kindergarten through 12th grade. They may also transport children for the Head Start and Early Childhood Education Assistance Program. School districts may also provide transportation to out-of-district children who must travel to access required educational programs not available in their home district. In addition, federal legislation requires school districts to assure continuity of the educational program by making provisions for foster children and homeless students to continue attending their school of origin.

Total school district transportation expenditures in Pierce County amounted to $42,450,529 in 2004, with 23,385,240 passenger trips (assumes 2 trips per day x 180 school days). The average cost per trip was $1.81.

**Figure 4.8: School District Travel Data for 2005**

<table>
<thead>
<tr>
<th>Pierce County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Rider Count</td>
</tr>
<tr>
<td>Passenger Trips</td>
</tr>
<tr>
<td>Expenses</td>
</tr>
<tr>
<td>Revenue (State Allocation)</td>
</tr>
<tr>
<td>Cost Per Passenger Trip</td>
</tr>
</tbody>
</table>

*Data provided by the Washington State Office of the Superintendent of Public Instruction.*
Human Services Transportation

A number of human service agencies fund transportation for their clients. These include:

- Medical Assistance Administration (MAA)
- Senior Services
- Developmental Disabilities
- Vocational Rehabilitation
- Veterans Affairs
- WorkFirst

Of these programs, Medical Assistance spends the largest amount and purchases the most trips. The State Medical Assistance Administration (MAA) uses a transportation broker as its service delivery mechanism. The broker for Pierce County is Paratransit Services, Inc. The transportation brokerage system in Washington was created to meet the needs of MAA, however the brokerage system provides an infrastructure within communities to support the transportation needs of other agencies as well. Brokers can and do contract with a variety of agencies to broker rides for other client populations.

The State’s Medical Assistance Administration (MAA) assures access to medical care for its clients, by contracting through a competitive bid process with transportation brokers. The broker is responsible for:

- Maintaining a call center to accept and screen requests for transportation from MAA clients.
- Screening MAA clients to ensure that they have no other means of transportation.
- Determining the level of transportation that is appropriate to their medical condition.
- Arranging rides with appropriate transportation providers or supplying bus tickets or gas vouchers.
- Verifying and paying transportation providers for trips taken by medical assistance clients.
- Collecting and reporting data on the services provided.
- Developing an adequate pool of transportation providers to meet the transportation demands of MAA clients.
- Monitoring transportation provider service quality and ensuring that providers meet MAA standard for licensing, driver screening, training, vehicle safety, customer services, and other requirements.
- Maintaining relationships with medical facilities and community agencies.
- Providing substantiation and billing to MAA for administrative and trip expenses.
The transportation brokers operate under contract with agencies. The population served is the client population of those agencies. The vast majority of the people served by the brokers are people who are eligible for the state’s Medical Assistance Program. Each agency specifies in its contract with the brokers:

- The people who are eligible for transportation.
- The parameters for the transportation these people receive.
- The quality and safety standards that apply.
- The documentation and reporting required.
- The amount of money that can be spent.
- The rules and regulations that must be followed according to each agency’s own operating authority.

The tables below only represent the Medical Assistance trips provided by the brokers. Therefore, the tables don’t reflect the full range of service that the brokers provide within the communities. However, by far the majority of trips are for Medical Assistance.

**Figure 4.9: Medical Assistance Trips in 2005**

<table>
<thead>
<tr>
<th></th>
<th>All Modes</th>
<th>Demand Response Only</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Passenger Trips</td>
<td>596,661</td>
<td>223,651</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$8,039,526</td>
<td>$5,771,566</td>
</tr>
<tr>
<td>Cost per Trip</td>
<td>$13.47</td>
<td>$25.81</td>
</tr>
</tbody>
</table>

Brokers arrange trips on a wide mix of transportation modes, depending on the physical and mental condition of the rider. The person is matched with the least expensive ride suitable to his physical and mental condition. Brokers purchase bus passes and tickets for people who are able to ride the fixed route system. In Pierce County, a significant percentage of rides are provided through bus passes, which has created a tremendous cost savings for the Medicaid program.
Figure 4.10: Medical Assistance Trips by Mode of Transportation in 2005

<table>
<thead>
<tr>
<th>Modes</th>
<th>Pierce Number</th>
<th>Pierce Percent</th>
<th>Statewide Average Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Bus</td>
<td>285,653</td>
<td>47.9%</td>
<td>30%</td>
</tr>
<tr>
<td>Ambulatory</td>
<td>153,160</td>
<td>25.7%</td>
<td>39%</td>
</tr>
<tr>
<td>Non-Ambulatory</td>
<td>70,596</td>
<td>11.8%</td>
<td>12%</td>
</tr>
<tr>
<td>Public Bus ADA</td>
<td>80,319</td>
<td>13.5%</td>
<td>8%</td>
</tr>
<tr>
<td>Gas Voucher</td>
<td>4,285</td>
<td>.7%</td>
<td>8%</td>
</tr>
<tr>
<td>Mileage Reimbursement</td>
<td>2,533</td>
<td>.4%</td>
<td>1%</td>
</tr>
<tr>
<td>Volunteer - Agency</td>
<td>230</td>
<td>.0%</td>
<td>1%</td>
</tr>
<tr>
<td>Volunteer - Broker</td>
<td>0</td>
<td>.0%</td>
<td>1%</td>
</tr>
<tr>
<td>Airline</td>
<td>0</td>
<td>.0%</td>
<td>0%</td>
</tr>
<tr>
<td>Commercial Bus</td>
<td>0</td>
<td>.0%</td>
<td>0%</td>
</tr>
<tr>
<td>Train</td>
<td>0</td>
<td>.0%</td>
<td>0%</td>
</tr>
<tr>
<td>Ferry</td>
<td>2</td>
<td>.0%</td>
<td>0%</td>
</tr>
<tr>
<td>Foster Parent</td>
<td>0</td>
<td>.0%</td>
<td>0%</td>
</tr>
<tr>
<td>Ancillary</td>
<td>0</td>
<td>.0%</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>596,778</strong></td>
<td><strong>100%</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

*Data provided by the Washington State Medical Assistance Program.*

One of the goals of PCCTC’s 2002-2006 strategic plan was to make use of the broker to address additional transportation needs in Pierce County. This resulted in two successful projects:

- **McKinney-Vento transportation demonstration project:** School districts in Pierce and King Counties contract with transportation brokers to arrange for transportation of homeless students to their school of origin so that their education will not be disrupted because of homelessness.

- **Beyond the Borders - Service to Southeast Pierce County:** The broker coordinates and schedules trips for residents in rural south Pierce County living outside of the Pierce Transit service areas. Pierce County Community Services determines eligibility and provides the names of eligible riders to Paratransit Services, Inc. People call Paratransit Services, Inc. to schedule a ride. Vehicles pick up people who live outside of Pierce Transit’s service area and transport them to a Pierce Transit bus stop. Beyond the Borders also connects with L.E.W.I.S. Mountain Highway Transit, which goes into Lewis County via Elbe and Morton. These trips are quite lengthy, which results in a higher average cost per trip, but a lower cost per mile.
**Figure 4.11: Beyond the Borders Service Area and Travel Data in 2005**

<table>
<thead>
<tr>
<th>Beyond the Borders Trip Data</th>
<th>As compared to Pierce Transit SHUTTLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Passenger Trips</td>
<td>5,649</td>
</tr>
<tr>
<td>Operating Expense</td>
<td>$263,502</td>
</tr>
<tr>
<td>Average Cost per Trip</td>
<td>$45.35</td>
</tr>
<tr>
<td>Average Cost per Revenue Mile</td>
<td>$3.46</td>
</tr>
</tbody>
</table>

As compared to Pierce Transit SHUTTLE:

<table>
<thead>
<tr>
<th>Number of Passenger Trips</th>
<th>415,621</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Expense</td>
<td>$12,328,130</td>
</tr>
<tr>
<td>Average Cost per Trip</td>
<td>$29.66</td>
</tr>
<tr>
<td>Average Cost per Revenue Mile</td>
<td>$5.00</td>
</tr>
</tbody>
</table>
Other Transportation Providers

In addition to these three largest providers, there are a number of other providers of direct transportation service. Direct service transportation providers are those with a primary mission to transport people. They may be public or private providers. Most have restricted service areas and do not serve the entire county. The volume of trips is much less, but they contribute to overall community mobility. Contact information for each of the following providers can be found at http://www.findaride.org.

In addition to the direct service providers, there are providers that offer transportation related services that help people with mobility problems or bring services to a person’s home so a trip is not needed. Some will also offer very specialized transportation, transporting certain people under certain circumstances for specific purposes. These organizations generally focus on a specific client group. They can be effective partners in projects to meet the needs of their client groups. These include:

- Grocery stores that will make home deliveries.
- Hot meal delivery services provided by Catholic Community Services and Lutheran Community Services.
- Personal Services and Companion Care programs in which a care giver may take clients on shopping trips, errands, or activities. There are over 20 such agencies in Pierce County.
- Donated vehicle programs.
- In-Home Hair Care Services programs in which someone will come to the home to provide care services for people, including bringing goods and running errands.
- Pharmacies that will deliver prescriptions and pharmaceutical supplies to the home.
- Hospital and medical clinics that will transport their patients to medical appointments.
- Residential, long term care facilities and group homes that will take their own residents on outings.
- Senior and Community Centers that have vans for transporting their own clients to and from activities.
- Churches and faith based organizations that may transport their affiliates to and from services or for other necessary purposes.
- Child Care Facilities that will transport children between school and the child care facility or on special outings.
- Supported Employment Facilities that transport their clients to training, work, and work related activities.
- Recreational agencies such as the Boys and Girls Club, the YMCA that will transport people to and from activities.
<table>
<thead>
<tr>
<th>Business or Organization</th>
<th>Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>A&amp;M Taxi Services</td>
<td>Taxi, delivery and courier services</td>
</tr>
<tr>
<td>AAA Advanced Air Ambulance</td>
<td>Air ambulance services</td>
</tr>
<tr>
<td>Accredited Air Ambulance</td>
<td>Air ambulance services</td>
</tr>
<tr>
<td>Emergency Medical Services</td>
<td>Air ambulance services</td>
</tr>
<tr>
<td>Air Ambulance Anywhere</td>
<td>Air ambulance services</td>
</tr>
<tr>
<td>Airport Shuttle</td>
<td>Provides services to and from SEATAC International airport</td>
</tr>
<tr>
<td>American Medical Response</td>
<td>Ambulance services</td>
</tr>
<tr>
<td>Amtrak</td>
<td>Provides public train services on a north/south route through the county.</td>
</tr>
<tr>
<td>Angel Flight</td>
<td>Volunteer private pilots provide medical transportation.</td>
</tr>
<tr>
<td>Ashford Mountain Center Shuttle</td>
<td>Provides on demand transportation.</td>
</tr>
<tr>
<td>Cancer Patient Transport</td>
<td>Specialized ambulance services</td>
</tr>
<tr>
<td>Capital Aeroporter</td>
<td>Transportation to &amp; from SEATAC International Airport. Offers door to door service.</td>
</tr>
<tr>
<td>Cascade Taxi-Fife</td>
<td>Taxi services.</td>
</tr>
<tr>
<td>Catholic Community Services</td>
<td>Provides volunteer driver transportation services.</td>
</tr>
<tr>
<td>Checkered Cab</td>
<td>Taxi services.</td>
</tr>
<tr>
<td>Community Health Carriage</td>
<td>Provides special needs transportation.</td>
</tr>
<tr>
<td>Corporate Angel Network</td>
<td>Arranges free transportation to and from distant treatment centers via empty seats on corporate aircraft. Financial needs not a requirement.</td>
</tr>
<tr>
<td>Cuddy Taxi Service</td>
<td>Taxi services.</td>
</tr>
<tr>
<td>Five Star Shuttle</td>
<td>Call for services and service area.</td>
</tr>
<tr>
<td>Katie's Senior Chore Help Services</td>
<td>Provides door to door pick-up services.</td>
</tr>
<tr>
<td>Key Peninsula Ambulance District 16</td>
<td>Ambulance services</td>
</tr>
<tr>
<td>Laidlaw Transit</td>
<td>Provides various types of public transportation.</td>
</tr>
<tr>
<td>Lakewood Taxi Service</td>
<td>Taxi services.</td>
</tr>
<tr>
<td>Local Motion, LLC</td>
<td>Provides limited general public and special needs transportation.</td>
</tr>
<tr>
<td>Luxury Car Transportation</td>
<td>Provides on demand transportation. Call for services and services areas.</td>
</tr>
<tr>
<td>National Patient Air Travel Helpline</td>
<td>This Helpline is provided as a service of Mercy Medical Airlift, a national charity. Clients in need, whether children, adults, or seniors, are screened for medical need to be transported at no charge to specialized medical care across the USA. Clients must be ambulatory and able to endure a flight of 2 to 3 hours on small aircraft.</td>
</tr>
<tr>
<td>Northwest Transport</td>
<td>Provides limited special needs transportation throughout the county &amp; has wheelchair accessible vehicles.</td>
</tr>
<tr>
<td>Ohana Island Transportation</td>
<td>Provides door-to-door pick-up services.</td>
</tr>
<tr>
<td>Orange Cab</td>
<td>24 hour taxi services. Call for service area.</td>
</tr>
<tr>
<td>Pacific Express Motor Coach Tours</td>
<td>Charter service.</td>
</tr>
<tr>
<td>Pacific Towncar Service</td>
<td>Taxi services.</td>
</tr>
<tr>
<td>Pierce King Cabulance</td>
<td>Taxi services.</td>
</tr>
<tr>
<td>Radio Taxi</td>
<td>Taxi services.</td>
</tr>
<tr>
<td>Rural/Metro Ambulance</td>
<td>Ambulance services</td>
</tr>
<tr>
<td>Shorty's Veterans Taxi</td>
<td>Taxi services.</td>
</tr>
<tr>
<td>Shuttle Express/Express Car</td>
<td>Shuttle services.</td>
</tr>
<tr>
<td>Speed's K-Street Taxi</td>
<td>Taxi services.</td>
</tr>
<tr>
<td>Tacoma Farwest Taxi</td>
<td>24 hour taxi services and package delivery.</td>
</tr>
<tr>
<td>Tacoma-Fort Lewis Taxi Service</td>
<td>24 hour taxi services and parcel pick-up and delivery.</td>
</tr>
<tr>
<td>TacomaLimocomo.com LLC</td>
<td>Taxi services.</td>
</tr>
<tr>
<td>Transpro, Inc.</td>
<td>Provides limited general public and special needs transportation through the county.</td>
</tr>
<tr>
<td>Tri-Med Ambulance</td>
<td>Ambulance services</td>
</tr>
<tr>
<td>Washington State Ferries</td>
<td>Operates a ferry service between Vashon Island and Point Defiance, Tacom</td>
</tr>
<tr>
<td>Yellow Cab</td>
<td>Taxi services.</td>
</tr>
</tbody>
</table>
5.0 COMMON ORIGINS & DESTINATIONS

Compared to the rest of the Puget Sound area, Pierce County has a higher concentration of people who meet the definition of special needs. Figures 5.1 and 5.2 display the areas where heavy concentrations of seniors, youth, people with disabilities, and low-income people reside. Maps by specific target population groups are provided under Appendix F.

People with special transportation needs live throughout the county, although there are notable areas with higher concentrations.

In the southeastern part of the county, which is outside of the Pierce Transit’s Service area, 51 to 60 percent of the population could be potentially considered transportation disadvantaged. South of Eatonville the percentage climbs to 71 –100 percent. This concern is heightened by the fact there are few transportation resources to serve this area. Beyond the Borders was initiated to fill the needs in the eastern part of the county. This project is currently dependent on grant funding.

Pierce County has a higher number of people with mental health needs, due to the presence of Western State Hospital in the county. Discharged patients often remain in the county, near the hospital and other treatment centers, to receive ongoing mental health services. This group traditionally has a greater need for help with transportation.

Fort Lewis has a significantly higher percentage of people with disabilities. This is because Fort Lewis is the post of choice for families with disabled family members, due to the availability of needed services in the community. This creates an increased demand on services and transportation for Pierce County as a whole.
Figure 5.1: Map of Percentage of the Population That Meets the Definition of Special Needs by Census Block (2000 US Census)
Figure 5.2: Map of Total Number of People Who Meet the Definition of Special Needs by Census Block (2000 US Census)
Common Destinations
Pierce Transit Shuttle and Paratransit Services Inc. produced lists of the top 50 destinations of their paratransit riders (see Appendix C). There are various destination clusters around medical facilities and shopping centers in Tacoma, Puyallup and Lakewood. Common medical facilities were Cedar Medical Center, Group Health Tacoma, St Joseph Medical Pavilion and St Joseph’s Hospital. None of the common destinations are in the underserved parts of the county, which means this population needs to find alternative transportation if they need to access the popular medical centers.

Figure 5.3: Map of Top Fifty Destinations for Pierce Transit Shuttle and Paratransit Services Trips
In addition to looking at the common destinations of Pierce Shuttle and Paratransit Services, Inc., transportation providers reported on the most common destinations of their clients in a “FindARide” survey conducted by Sound Transit. Participation in the survey was voluntary, so the response is not comprehensive of all providers.

Medical trips and trips for employment and employment related purposes are most common.

**Figure 5.4: Common Destinations as reported by Transportation Providers**

<table>
<thead>
<tr>
<th>Destination</th>
<th>Most Common Destination</th>
<th>Second Most Common Destination</th>
<th>Third Most Common Destination</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical</td>
<td>11</td>
<td>4</td>
<td>7</td>
<td>22</td>
</tr>
<tr>
<td>Employment and related Government Service</td>
<td>15</td>
<td>1</td>
<td>1</td>
<td>17</td>
</tr>
<tr>
<td>Airport</td>
<td>1</td>
<td>7</td>
<td>3</td>
<td>11</td>
</tr>
<tr>
<td>Recreational/Social</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>School</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Community or Senior Center</td>
<td>4</td>
<td>1</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>Drug Store</td>
<td>1</td>
<td>2</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Home of friend or relative</td>
<td>1</td>
<td>1</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Shopping Center</td>
<td>1</td>
<td>1</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Bank</td>
<td>1</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Connections with other providers</td>
<td>1</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Grocery Store</td>
<td>1</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Meals</td>
<td>1</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Visit to friend or family in Institution</td>
<td>1</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>34</strong></td>
<td><strong>28</strong></td>
<td><strong>25</strong></td>
<td><strong>87</strong></td>
</tr>
</tbody>
</table>
Transportation needs and gaps in Pierce County were identified in four different ways:

- Expertise of the people who work with people with special transportation needs
- Analysis of the common origins and destinations
- Survey of the target population
- Analysis of information in the Find-A-Ride data base

Professional Expertise
PCCTC members who work directly with clients on a day to day basis had insights into needs and gaps. Their information is based on:

- Client requests for service that could not be met
- Customer complaints
- Caseworker interaction with clients
- Operational issues around service delivery

Agency staff identified the following transportation needs and gaps:

- ADA shuttle service between Tacoma and Olympia
- Service between Tacoma and the Key Peninsula
- Service between eastern Pierce County and King County
- Staffed transfer points for regional travel
- Assistance in using the fixed route service
- Sustainability of grant-funded transportation services
Common Origins and Destinations Analysis
The common origins and destinations analysis revealed the following needs:

- Connections between people in rural areas and major medical centers
- Connections between people in rural areas and major shopping centers
- Ways to transport Pierce County residents to specialty medical services in King County

Survey of the Target Population
The PCCTC conducted a survey of Pierce County residents who are likely to have special transportation needs, focusing on Pierce Shuttle customers and people receiving services through Pierce County Department of Community Services and disability organizations in the community.

In summary, over 2,000 people, of which 72 percent were age 60 or older, responded to the survey. Seventy-nine percent reported a disability or health condition as their primary transportation challenge. Fifty-two percent of the respondents reside in Tacoma and Lakewood.

Most of the respondents rely on Pierce Transit SHUTTLE (67%) and family and friends (69%) for transportation.

Medical appointments and necessary errands (grocery/drug stores) were overall the most problematic destinations.

- 65% of all respondents said that medical appointments are hard to reach
- 52% said the same about getting to the grocery store/drug store

Respondents who rely on friends/family or taxis cited problems with transportation to medical appointments more frequently than those using the bus, SHUTTLE, or Medicaid transportation.

Two in three (69%) of the survey respondents reported living within ¾ mile of regularly scheduled bus service, however most of the remainder (19%) did not know. This indicates a significant amount of people are unaware of available transit services.

Many survey respondents indicated they need door to door transportation service (60%), a bench while waiting (49%) or a place to rest while walking (39%), and help with packages (42%) or assistance getting in and out of the vehicle (40%).

Almost half of the respondents reported having trouble with transportation over the weekends.

The most preferred way to get information is a large print brochure, or to call the transportation company directly. Older respondents are more likely to want information available at senior centers, and younger respondents are more likely to prefer accessing information on the website.

A full report of the survey results is provided under Appendix G. The survey questions are provided under Appendix D.
Find-A-Ride Data Base

Find-A-Ride.org is an interactive database that allows people to search for providers that can meet their specific transportation needs. Providers serving King, Pierce and Snohomish counties are listed in the database. Participation is voluntary and not all providers in the region elect to participate. Thirty-six providers from Pierce County are in the database.

Transportation providers that participate in the database answered questions about their perceptions of transportation limitations or barriers for their client population.

The three most significant limitations were:
1. Insufficient service in rural areas
2. Lack of information about transportation options and how to use them
3. Eligibility restrictions

*Figure 6.1: Transportation Limitations or Barriers*

<table>
<thead>
<tr>
<th>Limitation</th>
<th>Greatest Limitation</th>
<th>Second Greatest Limitation</th>
<th>Third Greatest Limitation</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insufficient service in rural areas</td>
<td>17</td>
<td>5</td>
<td>2</td>
<td>24</td>
</tr>
<tr>
<td>Lack of information</td>
<td>5</td>
<td>6</td>
<td>5</td>
<td>16</td>
</tr>
<tr>
<td>Eligibility restrictions</td>
<td>3</td>
<td>5</td>
<td>5</td>
<td>13</td>
</tr>
<tr>
<td>Insufficient or no weekend service</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Rides are not affordable</td>
<td>2</td>
<td></td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Inadequate connections</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Insufficient or no early morning service</td>
<td></td>
<td>2</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>No same day service</td>
<td>2</td>
<td>1</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Too long wait time</td>
<td>1</td>
<td>2</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Insufficient or no evening/night service</td>
<td></td>
<td>2</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Insufficient or no holiday service</td>
<td></td>
<td></td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Lack of assistance en route</td>
<td></td>
<td></td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Lack or help with communication barriers</td>
<td></td>
<td></td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>The length of time it takes to make a trip</td>
<td></td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Insufficient out of county options</td>
<td></td>
<td></td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Not enough accessible vehicles</td>
<td>1</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>32</strong></td>
<td><strong>30</strong></td>
<td><strong>25</strong></td>
<td><strong>87</strong></td>
</tr>
</tbody>
</table>

Providers were also asked what percentage of requests for service they are able to meet. Thirty-three of the 36 providers in Pierce county reported being able to meeting 80 to 100 percent of the requests. Three of the providers reported being able to meet 60 percent or less of the requests.
7.0 GOALS, OBJECTIVES AND POTENTIAL PROJECTS

The Pierce County Coordinated Transportation Coalition (PCCTC) reviewed the 2002-2006 Strategic Plan goals and objectives, and revised them for 2007-2011.

The PCCTC developed potential projects for improving transportation for people with special transportation needs based on the goals and objectives and the following:

- A review of progress to date
- What is needed to implement the revised strategic goals and objectives
- An analysis of the common origins and destinations data
- An analysis of the transportation needs and gaps in the community
- Public input from community meetings

PCCTC members ranked each of the strategic objectives in each goal area as either a high, medium or low ranking. Each proposed project was given a priority ranking from 1-20. Criteria for ranking the objectives and projects are as follows:

A. Objective/Project is currently providing services, successfully

B. Objective/Project addresses area of greatest need

C. Objective/Project is most cost effective for the value

D. Objective/Project demonstrates the greatest amount of coordination among partners

A one page summary of the goals, objectives, projects and rankings is provided on the next page. More detailed information is provided following the summary. While the rating of the goals and strategic objectives will remain the same over the next five years, the PCCTC steering committee will annually review the project list and rankings and make changes as appropriate.
### Figure 7.1: PCCTC Goals, Objectives and Potential Projects

<table>
<thead>
<tr>
<th>GOALS</th>
<th>STRATEGIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Move from demonstration of coordinated transportation to ongoing operation of a fully coordinated transportation system</td>
<td>B. Increase public awareness of mobility options and advocacy for transportation coordination activities.</td>
</tr>
<tr>
<td>C. Reduce duplication in administering and providing trips between transit, schools, social services and other transportation providers</td>
<td>D. Maintain transportation service quality while coordinating transportation systems.</td>
</tr>
<tr>
<td>E. Increase regional modes of transportation and regional transportation connections</td>
<td></td>
</tr>
</tbody>
</table>
GOAL A: MOVE FROM DEMONSTRATION OF COORDINATED TRANSPORTATION TO ONGOING OPERATION OF A FULLY COORDINATED TRANSPORTATION SYSTEM.

The transportation demonstration projects implemented over the last five years have addressed many transportation issues and needs. However, several of the projects are dependent on grant funds, which is an unstable source for a service that people are counting on.

Furthermore, the PCCTC would like to further advance the implementation of the transportation coordination model, which is illustrated in Figure 1.1. Goal A. recognizes that while gains were made over the last five years, a more sustainable and institutionalized coordinated transportation system still needs to evolve.

<table>
<thead>
<tr>
<th>Potential Projects</th>
<th>Description on Page #</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rank</td>
<td>Title</td>
</tr>
<tr>
<td>1</td>
<td>Bus Plus</td>
</tr>
<tr>
<td>2</td>
<td>Beyond the Borders</td>
</tr>
<tr>
<td>3</td>
<td>Road to Independence</td>
</tr>
<tr>
<td>4</td>
<td>Mobility Coordination Program</td>
</tr>
<tr>
<td>14</td>
<td>Volunteer Program</td>
</tr>
</tbody>
</table>

STRATEGIC OBJECTIVES

<table>
<thead>
<tr>
<th>#</th>
<th>Rating</th>
<th>Definition</th>
<th>Targets</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>A-1</td>
<td>High</td>
<td>Establish stable funding sources for successful demonstration transportation services</td>
<td>At least 10% revenue match from corporate sponsors and service revenues such as cooperative membership; fares; circular routes funded by destination/origin.</td>
<td>People will retain transportation services after grant funds no longer available.</td>
</tr>
</tbody>
</table>
| A-2 | High | Establish coordinated mobility services by convening the work of PCCTC through implementation of this plan. | - 12 regular steering meetings per year.  
- 2 executive meetings per year.  
- 75% projects complete within 5 years. | PCCTC continues as an active, functioning coordination coalition. |
Bus Plus  
*Continue and Expand*

**Brief description of project**
Pierce Transit’s Bus Plus project (see page 23) was initiated to fill transportation gaps that were identified in the community. Bus Plus offers a scheduled demand response service to a “donut hole” in mid-county, to the northeast, and to the Key Peninsula. People must schedule a ride in advance. Bus Plus connects to Pierce Transit fixed route services and takes people to shopping areas.

**Need or gap the project is designed to address**
Bus Plus serves areas of the county that are within the public transit benefit area (PTBA), but are not served, or are underserved, by fixed route transit service.

**Cost estimate**
$310,000 is required to keep one van in one area for one year. There are currently three areas served by Bus Plus.

**Participating partners**
Pierce Transit, Pierce County

**Expected outcomes**
Transportation is not a barrier to accessing services for the Mid-County, Northeast, and Key Peninsula.

**Evaluation criteria – How will you know the project was a success?**
- Continued growth in riders
- Increase in mobility and access for those who live in the service area

**Cost effectiveness indicators**
- Elimination of the need to send Pierce Shuttle for trips that can be scheduled and routed – a more efficient way of delivering service
- Increased number of riders per vehicle

**Beyond the Borders  
Continuation & Seek Sponsorship**

**Brief description of project**
Secure funding to continue the Beyond the Borders project. Seek corporate sponsorship to partially fund the project. Apply for grant funds as appropriate.

Beyond the Borders is a project that was implemented in 2004 using grant funds from WSDOT. The project was designed to fill a gap that was identified in PCCTC’s 2002-06 Strategic Plan – the lack of service in South Pierce County. Beyond the Borders utilizes the existing Medicaid transportation broker, Paratransit Services Inc., to coordinate and schedule trips for residents in rural South Pierce County.
Pierce County Community Services reviews rider applications and determines their eligibility before giving the ride request to the broker. The names of the eligible riders are then forwarded to Paratransit Services.

Vehicles pick up people who live outside of Pierce Transit's service area and transport them to a Pierce Transit bus stop. Beyond the Borders also connects with L.E.W.I.S. Mountain Highway Transit going south into Thurston and Lewis counties.

Need or gap the project is designed to address
Beyond the Borders serves a part of Pierce County where there are few or no other resources. The service provides over 5500 trips per year (excluding attendants). Thirty-five percent of the passengers are frequent riders. All of the riders are in a low-income bracket, with 75 percent of the rider in a very low income bracket. The average income for riders is $11,200 per year. The age of the riders range the spectrum with 72 percent of the riders ages 18-62, 17 percent under age 18, and 18 percent of the riders over age 62. Nearly half of the riders report a disability. The community needs this service and wants it to continue.

Cost estimate: $400,000 per year

Participating partners
Pierce County, Pierce Transit, Paratransit Services Inc.

Expected outcomes
- Access to employment, goods, services, and activities for people who live in an underserved area of the county
- Improved connections with other modes of transportation

Evaluation criteria – How will you know the project was a success?
- Local businesses will value the service and provide cash match to ensure that it continues.
- The PCCTC Transportation Needs and Gaps survey will indicate that South Pierce County is not experiencing the same level of need as before this project was implemented.
- Customers report satisfaction with the service provided.

Cost effectiveness indicators
- Percent increase in shared ride trips
- Percent of trips that connect with the fixed route service; or SHUTTLE service
- Amount of donations of corporate funds decrease the need for public grant funding
Road to Independence

WorkFirst Van Continuation

Brief description of project
Seek funds to continue the WorkFirst Van program where WorkFirst participants are trained as drivers and drive other participants to employment, Department of Social and Health Services or other approved activities.

In addition to training WorkFirst participants, this JARC funded program would like to expand the driver and commercial driver’s license training to parents of Head Start and Early Childhood Education Assistance Program (ECEAP) students. The trained participants would then be placed on a temporary 60 day employment contract and drive for the program to gain hands-on-driving skills.

Need or gap the project is designed to address
Currently, it has been very difficult to find qualified WorkFirst drivers due to not having valid licenses or a good driving record. Parents of Head Start and ECEAP students are often in a place where they are ready to re-enter or enter the work force. By offering them not only the training, but an opportunity to gain hands-on-skill and assistance in finding unsubsidized employment during the training period, their ability to move forward would be enhanced. This program also serves a niche for riders in Pierce County as well. The service transports individuals who do not qualify for other programs such as SHUTTLE and Beyond the Borders. Pierce Transit and Pierce County refers riders to this program when other services are not available.

Cost estimate
The cost of the program would be approximately $300,000 per year. This estimate covers the operational costs to include dispatcher, case worker, administrator, van costs, and salaries for Head Start and ECEAP parents. Funds to continue the program could come from employer or corporate donations, as well as federal and state grants.

Participating partners
Participating partners have included Pierce Transit, Community Jobs partners (WWEE, Goodwill, PCCS, TCH and Tacoma-Pierce County Employment and Training Consortium), ECEAP and Head Start.

Expected outcomes
- Both WorkFirst participants and low-income Head Start and ECEAP parents are moved into unsubsidized employment as drivers or dispatchers.
- Low-cost transportation is available in Pierce County to fill unmet transportation gaps.

Evaluation criteria – How will you know the project was a success?
- The project will increase the driver pool in Pierce County and these individuals can be added to the shared driving pool (another coordinated project proposed in Pierce County).
- PSESD can continue to provide transportation to special needs riders in Pierce County who do not qualify for other services.
- Major employers value the service enough to make cash contributions to keep it going.
- 30 drivers are trained each year.
Cost effectiveness indicators
- Number of WorkFirst participants and other low-income individuals will are able to enter the workforce.
- Number of WorkFirst participants that are able to maintain their employment due to the transportation service.
- Amount of employer contributions that reduces reliance on grant funds needed to sustain the service.

PCCTC Mobility Coordination Program
Mobility Coordinator

Brief description of project:
Hire a Mobility Coordinator to staff the PCCTC with responsibilities to:
- Implement the goals and objectives of the PCCTC strategic plan as outlined in this document
- Find ways to sustain existing projects, including soliciting corporate sponsorship for Beyond the Borders and Road to Independence.
- Coordinate the implementation of PCCTC projects
- Convene the PCCTC governing body, steering committee, and work groups as necessary
- Coordinate the work of the PCCTC
- Communicate with and report to members, stakeholders, funders, and elected officials on an ongoing basis.
- Evaluate the progress of the PCCTC in meeting goals and objectives.
- Manage PCCTC grant and other funds.
- Be a liaison between PCCTC and 2-1-1 and 5-1-1

Need or gap the project is designed to address:
The PCCTC has existed since 1999. Members donate significant time to the coalition, and a consultant provides ongoing facilitation, coordination of activities, and preparation of PCCTC products. PCCTC members are active participants, but have limited time to dedicate to the implementation of the strategic plan. The scope of work for the PCCTC has out-grown the current “volunteerism” that has sustained the program thus far.

Cost estimate:
Salary, benefits, phone, computer, supplies, travel, and other staff supports will come to $90,000 per year.

Participating partners:
Pierce County, Pierce Transit, PCCTC members

Expected outcomes:
- Transportation coordination will become institutionalized as a way of doing business in Pierce County
- PCCTC will maintain its momentum in getting work done
- More people will be involved in and more people will be aware of PCCTC activities
**Evaluation criteria – How will you know the project was a success:**
- A qualified staff person is hired
- PCCTC continues to make progress in developing a coordinated transportation system for the county
- The goals and objectives of the PCCTC are implemented

**Cost effectiveness indicators:**
- The faster goals are pursued; the sooner efficiencies through coordination will be achieved.

**PCCTC Volunteer Program**

*Drivers & Dispatchers, Bus Buddies, Booster Club & Passenger Assistance*

**Brief description of project**
Hire a volunteer coordinator who would work under the supervision of the Mobility Coordinator to create and coordinate transportation volunteer programs such as:
- A Bus Buddy program to match volunteers up with people who could ride the fixed route bus system if they had help. Individuals not accustomed to using fixed-route will have the opportunity to use this service and at no cost receive the type of help (with handling purchases, or other) to enable successful transit use.
- A passenger assistance program to place volunteers at transfer stations to provide assistance to vulnerable passengers who must wait to transfer from one vehicle to another; or supervise services providing transportation to children.
- A volunteer driver program, to provide necessary supports to volunteer drivers who are recruited for the shared driver pool.

**Need or gap the project is designed to address**
Volunteers could be used to improve travel for people who have transportation challenges. However, someone is needed to recruit, train, oversee, and provide support to those volunteers.
- Many individuals have the functional ability to use public transportation but lack the confidence. A Bus Buddy would serve as a support person and escort the transit user and serve the function of personal attendant. (See project description for Bus Buddy.)
- A volunteer at transfer stations would make it unnecessary for vehicles to wait idle until the transfer vehicle arrives.
- People are more willing to be volunteer drivers if a system is in place to provide supports, incentives, and communication.

**Cost estimate:** $80,000 per year

**Participating partners**
Pierce County, Pierce Transit, Paratransit Services Inc., Catholic Community Services, Sound Transit, Red Cross, Associated Ministries, and other human service agencies
Expected outcomes

- Current or prospective SHUTTLE and/or Medicaid riders use fixed route transit, if possible.
- Staffed transfer centers will result in safer and more efficient travel for those crossing jurisdictional boundaries
- More flexible and customized transportation options are available to people with special needs.

Evaluation criteria – How will you know the project was a success?

- Recruit and train five travel buddies during the first year to provide a minimum of 10 trips per month. Targeted customers will complete a survey to provide feedback on the quality and usefulness of this service.
- Recruit and train 12 transfer station volunteers in the first year.
- Recruitment and retention of volunteer drivers is improved.

Cost effectiveness indicators

- A cost benefit of $16 per round trip for individuals who have paratransit eligibility who use this program and take fixed-route transportation instead. For individuals who would otherwise need and utilize subsidized chore services the cost benefit may be in the range of $20-25 per hour, per trip.
- Reduced per trip costs due to vehicles not waiting idle at transfer stations.
- Reduced recruitment and training costs in existing volunteer driver programs.
- Shorter travel times with better connections at transfer points.
- A 50 percent decrease in expensive and non-productive paratransit vehicle “deadheading” at transfer points.
GOAL B: INCREASE PUBLIC AWARENESS OF MOBILITY OPTIONS AND ADVOCACY FOR TRANSPORTATION COORDINATION ACTIVITIES.

A core group of individuals have been working on coordinated transportation issues for the last five years. This group realizes that in order to be effective, more partners need to be involved at the planning and service delivery levels.

Furthermore, in analyzing the results of the transportation needs assessment, the PCCTC work group estimates that many people are not aware of the transportation options available to them. In addition, the magnitude of the survey response indicates a high interest in the topic. People need to know about the available transportation options and/or know how to be part of the transportation solution.

### POTENTIAL PROJECTS

<table>
<thead>
<tr>
<th>Rank</th>
<th>Title</th>
<th>Description on Page #</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>PCCTC Mobility Coordination Program</td>
<td>55</td>
</tr>
<tr>
<td>5</td>
<td>PCCTC Website Enhancement</td>
<td>59</td>
</tr>
<tr>
<td>7</td>
<td>Booster Club</td>
<td>60</td>
</tr>
<tr>
<td>10</td>
<td>Bus Buddy Program</td>
<td>60</td>
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</table>

### STRATEGIC OBJECTIVES

<table>
<thead>
<tr>
<th>#</th>
<th>Rating</th>
<th>Definition</th>
<th>Targets</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>B-1</td>
<td>High</td>
<td>Create a two-way communication process to identify and address transportation needs and gaps.</td>
<td></td>
<td>PCCTC will be aware of needs and gaps in the system and respond in a coordinated manner.</td>
</tr>
<tr>
<td>B-2</td>
<td>Medium</td>
<td>Generate interest in transportation issues and more partnering with the PCCTC.</td>
<td>2 new partner organizations per year.</td>
<td>People will support, participate in, and advocate the work on PCCTC.</td>
</tr>
<tr>
<td>B-3</td>
<td>Medium</td>
<td>Keep elected officials informed about PCCTC activities and transportation needs and progress in Pierce County.</td>
<td></td>
<td>Elected officials and policy makers can make informed policy decisions, become advocates for special transportation needs and coordination locally and regionally, and authorize additional resources.</td>
</tr>
</tbody>
</table>
PCCTC Web Site Enhancements
www.Pierce County Rides.com

Brief description of project
Improve existing website to be dynamic, informative and interactive. It should educate the public about Coalition activities, maintain articles about current Coalition activities, maintain a calendar of events, post links to vital transportation resources, including features that allow the community to provide feedback and send questions, and allow PCCTC to survey stakeholders about service needs and gaps.

Need or gap the project is designed to address
This website will enhance PCCTC’s ability to communicate directly with stakeholders and to receive ongoing crucial feedback about existing gaps and needs. This website will address gaps in stakeholders’ knowledge about existing resources. This website will generate public interest and participation in Coalition activities.

Cost estimate
Initial investment is expected to be higher than ongoing yearly costs once the site is established. Cost estimate is $10,000 for the first year.

Participating partners
Pierce Transit, Pierce County, Paratransit Inc, Transpro

Expected outcomes
From operation of this site, the PCCTC will have quantifiable information from stakeholders on both unmet needs and feedback on current PCCTC projects. This site will increase public awareness of PCCTC and increase public involvement in Coalition activities. This site will help establish a public identity for PCCTC.

Evaluation criteria – How will you know the project was a success?
- Website use as indicated by both tracking and the collection of stakeholder general and survey responses
- Increased attendance at Coalition related meetings
- Increased public feedback

Cost effectiveness indicators
- Reduced need for costly and time consuming mailings
- Increased customer feedback with minimal time investment
**Booster Club**  
*Resource Materials and Advocates*

**Brief description of project**  
Establish a transportation “Booster Club”. Identify people who have an interest in working on or advocating for transportation issues, and maintain a mailing list of people, their skills, and their interest areas. Tap into that list to engage people in the work of PCCTC as appropriate. Develop resource materials to provide current information on PCCTC and its activities for stakeholders, and utilize the Booster Club to distribute the materials. The materials could include brochures for PCCTC and associated projects, materials for community presentations and PCCTC meetings, and surveys for identifying transportation needs and gaps.

**Need or gap the project is designed to address**  
Lack of stakeholder information about PCCTC and special need transportation options in Pierce County. Lack of awareness of PCCTC activities.

**Cost estimate**  
$10,000 for the first year to develop materials. Subsequent yearly costs may drop as material costs may be mostly confined to duplication. The Booster Club would be managed by the Mobility Manager Program.

**Participating partners**  
Pierce County, Pierce Transit, Transpro, Paratransit Inc., Puget Sound Educational Service District

**Expected outcomes**  
Increased awareness of and participation in PCCTC activities. Increase stakeholder knowledge about existing community transportation resources.

**Evaluation criteria – How will you know the project was a success?**  
Survey responses, community meeting attendance, increased participation in PCCTC projects.

**Cost effectiveness indicators**  
Increase in matching dollars

---

**Bus Buddy Program**  
*Transportation Helpers*

**Brief description of project**  
Establish a Bus Buddy program to match volunteers up with people who could ride the fixed route bus system if they had help.

**Need or gap the project is designed to address**  
Many individuals have the functional ability to use public transportation but lack the confidence. A Bus Buddy would serve as a support person and escort the transit user and serve the function of personal attendant.
Cost estimate
Based on an initial target of 5 “Buddys” the estimated cost of this project is $5,000 per year. The Bus Buddy program is dependent upon the full funding of the Volunteer Program, which would administer the Bus Buddy Program.

Participating partners
Pierce County, Pierce Transit, Paratransit Services Inc., Catholic Community Services, Red Cross.

Expected outcomes
Individuals not accustomed to using fixed-route will have the opportunity to use this service and at no cost receive the type of help (with handling purchases, or other) to enable successful transit use and decrease the need for costly paratransit use and other chore work services.

Evaluation criteria – How will you know the project was a success?
Recruit and train five travel buddies during the first year to provide a minimum of 10 trips per month. Targeted customers will complete a survey to provide feedback on the quality and usefulness of this service.

Cost effectiveness indicators
A cost benefit of $16 per round trip for individuals who have paratransit eligibility who use this program and take fixed-route transportation instead. For individuals who would otherwise need and utilize subsidized chore services the cost benefit may be in the range of $20-25 per hour, per trip.
**GOAL C:** *Reduce duplication in administering and providing trips between transit, schools, social services and other transportation providers.*

A key component of the PCCTC work is to improve mobility by finding more efficiency through coordination. This goal addresses opportunities for coordination that would have the highest return on investment.

### Potential Projects

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<tr>
<td>11</td>
<td>Direct connect from 2-1-1 &amp; 5-1-1 to transit agency</td>
<td>64</td>
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<td>Shared vehicle maintenance</td>
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<tr>
<td>17</td>
<td>Shared driver pool</td>
<td>65</td>
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<tr>
<td>20</td>
<td>Implement Common Ground recommendations</td>
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#### Strategic Objectives

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<th>Targets</th>
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<tbody>
<tr>
<td>C-1</td>
<td>High</td>
<td>Promote and support existing nationwide phone numbers; 2-1-1 and 5-1-1.</td>
<td></td>
<td>People throughout Pierce County can easily access trip planning, eligibility processes and trip reservations.</td>
</tr>
<tr>
<td>C-2</td>
<td>Medium</td>
<td>Resolve issues around dual eligibility, confidentiality, payer of last resort, and usual and customary regulations, especially as they relate to Pierce Transit and Medicaid.</td>
<td>With in 2 years</td>
<td>The privacy of the riders and the financial integrity of Medicaid and Pierce Transit are retained when trips are shared.</td>
</tr>
<tr>
<td>C-3</td>
<td>Medium</td>
<td>Increase availability of providers that can be shared between transportation systems.</td>
<td></td>
<td>More providers are available to provide more trips.</td>
</tr>
<tr>
<td>C-4</td>
<td>Medium</td>
<td>Increase coordination of training and maintenance between transportation providers.</td>
<td>2 partners</td>
<td>Participating agencies reduce administrative costs while maintaining quality.</td>
</tr>
<tr>
<td>C-5</td>
<td>Low</td>
<td>Automate the billing and accounting of shared trips funded by transit and Medicaid.</td>
<td>Within in 2 years.</td>
<td>The cost of grouped trips is shared equitably without a tremendous administrative burden.</td>
</tr>
</tbody>
</table>
Transportation Information and Referral
2-1-1 Partner

**Brief description of project**
Work with Pierce County United Way, the administrator of the local 2-1-1 humans services information and referral line, to create a transportation information and referral services. This would include development of a master database of transportation resources in the community. This project would involve several steps:

- Determine which agencies in Pierce County currently create and maintain a transportation resource guide for their own client population
- Determine the information that is needed by each agency
- Validate and consolidate all transportation information in the centralized 2-1-1 database
- Develop a function that allows each agency to query the database for their specific information needs and to print client specific transportation resource guides
- Provide training for 2-1-1 call center staff so they can correctly provide transportation information and referrals to callers who need transportation

**Need or gap the project is designed to address**
People can currently call 2-1-1 for social service assistance. Oftentimes, part of their challenge in getting the assistance they need is a lack of transportation. The PCCTC has identified a need to simplify the ability for people to get transportation information. Leveraging the existing 2-1-1 call center to provide transportation information to a population with higher transportation needs is a step in meeting that need.

In addition, many agencies create a resource guide for their specific clients. There is considerable duplication of effort in collecting, updating, and maintaining transportation data for these various guides. The database created under this project would help these agencies be more efficient in their information delivery.

**Cost estimate:** $55,000 per year.

Participating Partner: Pierce County 2-1-1 at United Way and PCCTC

**Expected outcomes**

- Increased awareness of community transportation resources, thus enhancing the ability of case managers and agencies to meet the needs of their clients.
- Reduced duplication

**Evaluation criteria – How will you know the project was a success?**
Targeted transportation resource guides are available to agencies throughout Pierce County. Agencies report success in helping their clients find resources.
Cost effectiveness indicators

- Availability of information on transportation resources is available for the 2-1-1 line and for community resource guides.
- Reduced administrative expense to agencies.

Direct Connect to Transit Agency

2-1-1 and 5-1-1 Partners

Brief description of project
Create the ability for people calling the 5-1-1 line or the 2-1-1 line for transportation information to be transferred directly to the transit system’s public information line.

Need or gap the project is designed to address
People don’t always know the transportation options that are available to them. The 5-1-1 and 2-1-1 lines are developing a large caller base. If these people can be guided to the transit system when appropriate, they may elect to ride transit when road conditions make a personal vehicle less desirable. It will provide an option to the personal vehicle.

Cost estimate: $10,000 (one time cost)

Participating partners: WSDOT, Pierce Transit, Pierce County, other transit systems.

Expected outcomes

- Increased awareness of transportation resources.
- Use of transit instead of driving when road conditions are unfavorable.

Evaluation criteria – How will you know the project was a success?

- People who might not otherwise use transit will know about transit as an option
- 5-1-1 and 2-1-1 callers will report greater customer satisfaction since a direct transfer to transit systems will be possible

Cost effectiveness indicators
Fewer vehicles on the road and more people riding transit when road conditions or heavy congestion make it undesirable to drive a personal vehicle.
Shared Vehicle Maintenance

Identify partners

**Brief description of project**
Identify willing partners to share vehicle maintenance at a cost savings; and develop a plan for implementation.

**Need or gap the project is designed to address**
Currently each agency conducts its own maintenance program. Generally, they either provide maintenance in-house or purchase the service on an as needed basis. This results in duplication of facilities and well as maintenance services. Coordination could reduce duplication, thus reduce costs to all participants.

**Cost estimate:** $50,000

**Participating partners**
Transportation brokers, transits, schools, DSHS, human service agencies, and transportation providers.

**Expected outcomes**
A county plan for coordination of vehicle maintenance, to include consolidation of facilities and a maintenance schedule

**Evaluation criteria – How will you know the project was a success?**
At least two partners are identified that are willing to develop a share maintenance agreement.

**Cost effectiveness indicators**
Reduced administrative costs.

Shared Driver Pool

*Recruitment, screening, training, certification and utilization*

**Brief description of project**
Create a pool of drivers who are trained, qualified, and certified to provide transportation for people with special transportation needs. Transit agencies, school districts, social services agencies, and community organizations can tap into the driver pool to select drivers. This is a multi-faceted project which includes:

- Develop a coordinated process for screening, training and licensing, and certifying drivers.

- Develop a method for matching drivers with agencies, based on the agency’s driver standards and the level of standards a driver meets.

- Recruit off-duty people who have commercial drivers licenses (CDL’s) to be in a driver pool, such as employees from the fire department, police department, schools, and all other agencies/employers who have trained drivers. It could include parents of Head Start and Early Childhood Education Assistance Programs students trained by the Puget Sound Educational Service District. The drivers would receive a per diem payment for filling in when needed by community agencies, community centers, churches, or other organizations that may have vehicles but no drivers.
· Recruit volunteer drivers who would be reimbursed for mileage for transporting people in their personal vehicles.

· Create an advancement program in the driver pool, so that drivers can obtain higher levels of screening, training and certification if they want to be able to provide more trip types

Need or gap the project is designed to address
Currently each agency conducts its own driver recruitment and training programs. Generally, they recruit from the same pool of potential drivers. While some training elements are tailored to the agency that hires the driver, many of the required training elements are common to each agency. Recruiting and training is expensive. Agencies also currently find it difficult to find and retain enough drivers to meet all transportation requests, in particular in the rural areas. Many drivers currently do not drive full-time for any one employer/agency therefore could be interested in full time work.

Cost estimate
The cost would be approximately $75,000 per year to hire a person to manage the shared driver pool and $50,000 for the initial work to develop and implement the coordinated shared driver pool.

Participating partners
Participating partners would include school districts, the Puget Sound Educational Service District, Pierce Transit, transportation brokers, non-profit community agencies such as Catholic Community Services, police and fire departments, private transportation providers, cab companies and any other employer/agency in Pierce County who would have drivers interested in not only working in their local communities but earning extra dollars.

Expected outcomes
· Decreased administration costs
· Increased flexibility in recruiting, selecting, training, and hiring drivers
· Increased transportation services in Pierce County for those who live in hard to service areas
· More qualified transportation providers available for a large variety of transportation needs
· Additional earnings for drivers who participate, which will positively benefit the local economy

Evaluation Criteria – How will you know if the project was a success?
· Providers have a sufficient number of drivers to maintain current service levels
· More vehicles are put into use as there are drivers available to drive them
· Qualified drivers can be matched with agencies in a manner that achieves a good fit with the service that needs to be provided
· A pool of volunteer drivers is available to meet transportation needs in Pierce County
· Volunteer drivers are willing to transport people who live in areas that are underserved by other providers
**Cost effectiveness indicators**
- Reduction in hiring and driver retraining costs for participating agencies
- Increased utilization of “sitting” community vehicles

**Common Ground – Revised Scope of Work**

*Allocate resources*

**Brief description of project**
The purpose of the Common Ground demonstration project was to assess and demonstrate potential efficiencies if Pierce Transit ADA and Medicaid eligible passenger’s trips were scheduled together on the same vehicle within common service areas. The project objective was to group “on paper” the trips common to both programs provided to clients of a specific Adult Day Health Center and then analyze the cost benefits, if any. If the results were favorable, the trips would be grouped, and cost savings realized.

While successfully agreeing upon a cost allocation formula, the project workgroup encountered several challenges that has put the project on hold. In order to move forward, the project workgroup has recommended that several conditions need to be in place. They are:
- The automation of the cost allocation formula
- Allocated staff time and resources
- A revised scope of work that includes a comprehensive analysis of both systems

**Need or gap the project is designed to address**
It’s possible that significant duplication of trips between transit and Medicaid could be eliminated if the impact analysis is favorable.

**Cost estimate:** $250,000 per year for staff time, consulting time, and technology.

**Participating partners**
Pierce Transit, DSHS Medical Assistance Administration, Pierce County, Paratransit Services, Inc., and Puget Sound Educational Service District

**Expected outcomes**
Fewer single passenger vehicles at common destinations of transit and Medicaid.

**Evaluation criteria – How will you know the project was a success?**
- Issues are resolved that restrict the automation of the cost allocation formula
- Transit and Medicaid agree upon the conclusions of the analysis and are able to take action

**Cost effectiveness indicators**
- Increase in the average number of passengers per vehicle
- Savings per the agreed upon formula.
GOAL D: MAINTAIN TRANSPORTATION SERVICES QUALITY WHILE COORDINATING TRANSPORTATION SYSTEMS.

While being more efficient in the transportation delivery system is important, the quality of the transportation service is equally critical. This goal establishes the expectations for transportation service quality as changes to the transportation system occur.

### Potential Projects

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<tr>
<td>12</td>
<td>Consistent driver standards</td>
<td>70</td>
</tr>
<tr>
<td>15</td>
<td>Consistent vehicle standards</td>
<td>71</td>
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### Strategic Objectives

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<th>Rating</th>
<th>Definition</th>
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<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>D-1</td>
<td>High</td>
<td>Establish standard performance measures with baseline data.</td>
<td>Consistently track and report 4 agreed upon measures.</td>
<td>Performance is accurately measured for all type of providers.</td>
</tr>
<tr>
<td>D-2</td>
<td>Medium</td>
<td>Establish common reporting procedures that are specific to services provided by transits, social service agencies and school districts.</td>
<td>Reporting to funders is less time consuming and costly.</td>
<td></td>
</tr>
<tr>
<td>D-3</td>
<td>Low</td>
<td>Establish minimum vehicle and driver standards for different service levels.</td>
<td></td>
<td>The safety of passengers is ensured regardless of where they are going or what mode they are using.</td>
</tr>
</tbody>
</table>
Reporting Requirements and Procedures

*Standardize and automate*

**Brief description of project**

Establish common data collection procedures and design an automated reporting system that collects data on the services provided by transits, social service agencies and school districts so that performance is accurately measured for all type of providers and reporting is less time consuming and costly.

- Compare and contrast existing reporting requirements from the various transportation funding agencies at the federal, state, and local levels.

- Review performance standards by various modes and types of transportation.

- Develop a coordinated local process and technical requirements for a collective data base that can generate the reports necessary to meet the requirements of each funding agency.

**Need or gap the project is designed to address**

Currently all grants have different data collection and reporting requirements. For each different grant this results in additional staff time needed to collect data, create reports, and distribute reports to meet the requirements of each funding source. It also creates barriers to coordination due to staff and time limitations. It increases costs across the board for every grant that has different requirements due to staffing and technology needed to do reporting.

**Cost estimate:** $350,000 for a technical requirements assessment, design, and implementation.

**Participating partners**

All agencies that receive federal, state, or local funds to provide transportation services.

**Expected outcomes**

- Decreased administration costs

- Improved reporting

**Evaluation criteria – How will you know the project was a success?**

- Administrative costs associated with reporting are reduced

- Agencies have an improved ability to generate meaningful and accurate reports for the funding agencies

- Agencies have an improved capacity to measure performance

**Cost effectiveness indicators:** Decreased administration costs
Develop Consistent Driver Standards

Brief description of project
Develop an agency-wide consistent set of driver standards for screening, training, and certification. Standards would be constructed using a “tier” approach, with tiers defined according to level of assistance the passenger needs. This is a multi-faceted project.

- Identify the current driver standards used by schools, transits, human service agencies, jurisdictions and other partners.
- Determine what is absolutely required by law, and what is discretionary.
- Develop a common set of requirements for drivers. Requirements will be tiered and relevant to the level of service the rider needs. Requirements will address background screening, training, skills, licensing/certification, and other factors identified by the participating agencies.
- Recommend a common set of standards to state authorities and advocate for adoption of common standards.
- Identify the current training programs and screening processes. Examine the components of each, and determine which are satisfactory in producing the outcomes called for in the standards. Provide this information to the Shared Driver Pool.

Need or gap the project is designed to address
Each of the major transportation coordination providers - transit, brokers, schools, volunteers, and community transportation - all use slightly different criteria to determine driver standards. This presents a barrier to coordination and an unclear accountability for quality drivers.

Cost estimate: $20,000

Participating partners
Participating partners would include school districts, transits, jurisdictions, community agencies, current transportation providers, state agencies, and purchasers of transportation.

Expected outcomes
- Greater willingness for agencies to coordinate
- Providers have a sufficient number of qualified drivers to maintain service levels

Evaluation criteria – How will you know the project was a success?
- Partners agree on a set of minimum driver standards for each level of service provided to a passenger
- Regulatory bodies adopt the standards
- No stakeholder accepts additional risk by adopting the standards
- Purchasers are confident that their clients are well served by the standards
- Drivers can be matched with agencies in a manner that achieves a good fit with the service that needs to be provided

Cost effectiveness indicators:
- Decreased training and recruiting costs of agencies
Develop Consistent Vehicle Standards

*Define, compare and contrast*

**Brief description of project**
Define, compare, and contrast existing vehicle standards for all modes of transportation. Provide recommendations to regional and statewide efforts that are developing statewide standards for different transportation service levels.

**Need or gap the project is designed to address**
Each of the major transportation coordination providers - transit, brokers, schools, volunteers, and community transportation - all have different vehicle requirements. This presents a barrier to coordination and an unclear accountability for quality trips.

**Cost estimate**: $20,000

**Participating partners**
Transportation brokers, transits, schools, taxi and cabulance regulatory boards, ACCT, WSDOT, DSHS, human service agencies, and transportation providers.

**Expected outcomes**
- Greater willingness for agencies to coordinate
- Providers have a sufficient number of qualified vehicles to maintain service levels

**Evaluation criteria – How will you know the project was a success?**
- Partners agree on a set of minimum vehicle standards for each level of service provided to a passenger
- Regulatory bodies adopt the standards
- No stakeholder accepts additional risk by adopting the standards
- Purchasers are confident that their clients are well served by the standards

**Cost effectiveness indicators**
- Trips can be easily shared among different transportation providers
People who live in Pierce County have travel needs that go beyond the county line. This goal recognizes that increased coordination with regional partners could improve the ability of people to move between counties.

**GOAL E: INCREASE REGIONAL MODES OF TRANSPORTATION AND REGIONAL TRANSPORTATION CONNECTIONS.**

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<td>Pierce/Thurston ADA Service Connector</td>
<td>74</td>
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<td>Pierce/Kitsap ADA Service Connector</td>
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**Potential Projects**

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<th>Outcome</th>
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<tbody>
<tr>
<td>E-1</td>
<td>Medium</td>
<td>Work with regional partners to improve mobility within the region, focusing on cross jurisdictional travel and connectivity.</td>
<td>Medium</td>
<td>People will be able to travel throughout the region with ease and efficiency.</td>
</tr>
<tr>
<td>E-2</td>
<td>Low</td>
<td>Create two-way communication with regional partners to reach a common vision for mobility and access in the region.</td>
<td>Low</td>
<td>PCCTC priorities are reflected in regional plans and are well positioned to be eligible for grants under the new SAFETEA-LU and other grant funding criteria.</td>
</tr>
</tbody>
</table>
Coordinated School District Transportation

*Trunk-Feeder for Regional Destinations*

**Brief description of project**

Develop a coordinated system for scheduling regional school district trips to include McKinney-Vento, Special Education and other trips that cross school district and county boundaries. The project will evaluate different models for providing the transportation, in particular a “trunk-feeder” system. The trunk-feeder system would utilize various providers (school busses, parents, brokered providers) to bring students to one central location in the county. The students would then be picked up in a single vehicle at that location and transported to the regional destination. This helps various school districts to share the expense of providing regional trips to common destinations.

**Need or gap the project is designed to address**

Currently there is not a system for coordinating the variety of special needs school district trips that cross district and county boundaries.

**Cost estimate:** $50,000 to develop the initial system. $310,000 to implement and operate the system for the first two years.

**Participating partners**

Puget Sound ESD, HopeLInk, Paratransit Services Inc., King County and Pierce County School Districts, local transportation providers

**Expected outcomes**

- Reduced costs to districts that are transporting one student in one vehicle across district and regional boundaries
- A system for coordinating special needs school district trips that may in the future include other special needs populations.

**Evaluation criteria – How will you know the project was a success?**

- The project produces a coordinated system for scheduling special needs school districts trips cross district and regional lines.
- School districts experience a cost reduction for transporting these students.

**Cost effectiveness indicators**

- Reduced cost per trip because of efficiencies achieved coordination

**Pierce and King Counties**

*ADA Service Connector*

**Brief description of project**

Partner with King County Metro to provide transportation connections between Pierce and King Counties. Initiate a route for people living in east Pierce County to go north into King County.
Need or gap the project is designed to address
Currently, individuals in east Pierce County cannot travel north into King County without first traveling west to the I-5 corridor and making a connection that takes them north along I-5. This makes for a very long trip with multiple transfers. A more direct route is needed.

Cost estimate: $310,000 per year based on fully allocated hourly operating costs equaling 16 hours per day, 5 days per week, 52 weeks per year.

Participating partners
Pierce County, Pierce Transit, King County Metro, Sound Transit

Expected outcomes
Riders will be able to access destinations across county lines that they previously could not access.

Evaluation criteria – How will you know the project was a success?
- Service utilization
- Rider feedback through comment cards

Cost effectiveness indicators
- All trips are shared rides
- Trips connect with other transportation services, to make the most use of the fixed route service

Pierce and Thurston Counties
ADA Service Connector

Brief description of project
Establish and operate paratransit connections between Thurston and Pierce County four times daily on weekdays.

Need or gap the project is designed to address
Currently, individuals in Pierce and Thurston counties have no direct transfer options to travel across these county borders using paratransit service.

Cost estimate
$310,000 per year based on fully allocated hourly operating costs equaling 16 hours per day, 5 days per week, 52 weeks per year.

Participating partners
Pierce County, Pierce Transit, Intercity Transit, Transpro, Paratransit Inc.

Expected outcomes
Paratransit riders will be able to access destinations across county lines that they previously could not access.
Evaluation criteria – How will you know the project was a success?
Service utilization, rider feedback through comment cards.

Cost effectiveness indicators
Providing this type of service is anticipated to be expensive when compared to local paratransit service. As the passengers per hour utilization increases our goal is to get to down to 150 percent of the cost of providing a local paratransit trip by the end of the first year of operation. This can be accomplished by reaching a utilization rate of approximately 12 passengers per day.

Pierce and Kitsap Counties
ADA Service Connector

Brief description of project
Establish and operate paratransit connections between Kitsap and Pierce County four times daily on weekdays.

Need or gap the project is designed to address
Currently, individuals in Pierce and Kitsap counties have no direct transfer options to travel across these county borders using paratransit service.

Cost estimate
$310,000 per year based on fully allocated hourly operating costs equaling 16 hours per day, 5 days per week, 52 weeks per year.

Participating partners
Pierce County, Pierce Transit, Kitsap Transit, Transpro, Paratransit Inc

Expected outcomes
Paratransit riders will be able to access destinations across county lines that they previously could not access.

Evaluation criteria – How will you know the project was a success?
Service utilization, rider feedback through comment cards.

Cost effectiveness indicators
Providing this type of service is anticipated to be expensive when compared to local paratransit service. As the passengers per hour utilization increases our goal is to get to down to 150 percent of the cost of providing a local paratransit trip by the end of the first year of operation. This can be accomplished by reaching a utilization rate of approximately 12 passengers per day.
8.0 Estimated Budget

The estimated budget to implement the proposed projects in the PCCTC 2007-2011 Strategic Plan amounts to $18.8 million over the next five years, or approximately $3.8 million annually.

In-kind support, which is substantial and vital to the coalition’s success, is not reflected in this budget. The funding sources in this budget are not yet dedicated. The budget assumes a percentage of the estimated costs would be funded by the following sources:

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<thead>
<tr>
<th>Funding Sources</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal funds</td>
<td>20%</td>
</tr>
<tr>
<td>State funds</td>
<td>50%</td>
</tr>
<tr>
<td>Local/Regional funds</td>
<td>20%</td>
</tr>
<tr>
<td>Private Foundation/Corporate funds</td>
<td>10%</td>
</tr>
</tbody>
</table>

Day to day activity of PCCTC is currently conducted through in-kind donation of staff time and materials by PCCTC members and consultant services that are funded by a state grant. This budget assumes that the in-kind contributions will continue at the same level. However, a major goal of the coalition is to move to a fully implemented coordinated transportation system in the county. To do that, PCCTC needs dedicated staff to lead the implementation of the plan countywide. This staffing is incorporated into the budget.

The estimated fully allocated costs over the next five years is outlined in the table on page 78.
<table>
<thead>
<tr>
<th>PROJECTIONS</th>
<th>Year 1 2007</th>
<th>Year 2 2008</th>
<th>Year 3 2009</th>
<th>Year 4 2010</th>
<th>Year 5 2011</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bus Plus: Continuation and Expansion</td>
<td>$930,000</td>
<td>$1,550,000</td>
<td>$1,860,000</td>
<td>$2,170,000</td>
<td>$2,480,000</td>
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<td>$437,090</td>
<td>$450,000</td>
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<td>Road to Independence: Continuation</td>
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<td>$315,000</td>
<td>$325,000</td>
<td>$334,000</td>
<td>$344,000</td>
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<td>$97,344</td>
<td>$101,237</td>
<td>$105,287</td>
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<td>Bus Buddy Program</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>Included in volunteer program budget</td>
</tr>
<tr>
<td>Transportation Information &amp; Referral</td>
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<td>$61,867</td>
<td>$64,342</td>
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<td>Direct Connect to Transit Agency 211 and 511 Partners</td>
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<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$10,000</td>
</tr>
<tr>
<td>Shared Vehicle Maintenance</td>
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<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$50,000</td>
</tr>
<tr>
<td>Shared Driver Pool</td>
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<td>$75,000</td>
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<td>$0</td>
<td>$0</td>
<td>$750,000</td>
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<td>Reporting Requirements and Procedures</td>
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<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$350,000</td>
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<tr>
<td>Develop Consistent Driver Standards</td>
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<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$20,000</td>
</tr>
<tr>
<td>Develop Consistent Vehicle Standards</td>
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<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$20,000</td>
</tr>
<tr>
<td>Coordinated School District Transportation</td>
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<td>$155,000</td>
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<td>$160,000</td>
<td>$680,000</td>
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<tr>
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<td>$0</td>
<td>$310,000</td>
<td>$320,000</td>
<td>$340,000</td>
<td>$970,000</td>
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<tr>
<td>Pierce/Thurston ADA Service Connector</td>
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<td>$0</td>
<td>$310,000</td>
<td>$320,000</td>
<td>$340,000</td>
<td>$970,000</td>
</tr>
<tr>
<td>Pierce/Kitsap ADA Service Connector</td>
<td>$0</td>
<td>$0</td>
<td>$310,000</td>
<td>$340,000</td>
<td>$340,000</td>
<td>$650,000</td>
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<tr>
<td>TOTAL</td>
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<td>$3,872,200</td>
<td>$3,706,420</td>
<td>$4,385,133</td>
<td>$4,800,677</td>
<td>$18,820,430</td>
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</table>
Appendix A

Statement of Intent
Pierce County Coordinated Transportation Interagency Governing Assembly

Statement of Intent
For the period of July 2002 through December 2007, the signing parties of this Statement of Intent pledge to voluntarily provide executive oversight to the demonstration and implementation of the Pierce County Coordinated Transportation Plan.

The signers of this Statement of Intent will work cooperatively to establish an agreed upon structure for administering, facilitating, and implementing a coordinated transportation system for Pierce County residents, particularly residents with special transportation needs. Cooperation and collaboration will be fostered among private and nonprofit transportation brokers and providers, local public transportation agencies, state and local human service agencies, businesses, regional transportation programs, school districts and riders.

The Vision
Transportation services in Pierce County will provide mobility for the entire community where no one has to depend on a personal auto unless they choose to do so.

The Interagency Governing Assembly
The governing body of the Pierce County Coordinated Transportation System shall be referred to as the “Interagency Governing Assembly”.

Mission and Goals: The mission of the Interagency Governing Assembly is to work with stakeholders to develop coordinated transportation services and programs that will achieve increased efficiencies and will be able to provide enhanced mobility and accessibility to a greater number of residents, particularly those with special transportation needs.

The goals of the Assembly are to:

· Develop a community-wide awareness of currently available transportation services and increase participation in coordination model.

· Reach consensus on a framework to achieve the mission, and a formalized decision to implement the framework.

· Reassess where there are mobility shortfalls and gaps.

· Update our transportation plan and model to solve mobility shortfalls and gaps through coordinated efforts.

· Integrate regional model into our coordinated transportation plan.

Membership: The initial members of the Interagency Governing Assembly shall include executive

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1 “People with special needs” are defined in RCW 47.06b as “people, including their attendants, who because of physical or mental disability, income status, or age, are unable to transport themselves or purchase transportation.”
leadership from the following agencies:

- Pierce County
- Pierce Transit
- Sound Transit
- School District’s
- Puget Sound Educational Service District
- Consumer Representative
- Boys and Girls Club
- Washington State Department of Social and Health Services
- Office of the Superintendent of Public Instruction
- Agency Council on Coordinated Transportation
- Others as determined

The Pierce County Executive or executive designee will chair the Interagency Governing Assembly.

**Meeting Frequency:** The Interagency Governing Assembly will have regular meetings twice per year, and special meetings as needed.

**Roles and Responsibilities:** The role of the Interagency Governing Assembly is to provide executive oversight and guidance to the demonstration and implementation of the Pierce County Coordinated Transportation Plan. Responsibilities include:

- Agree upon policies that jointly support and guide development of coordinated transportation
- Share ownership in decision-making and sponsorship of coordinated transportation projects
- Recommend, support and/or provide staff, financial or other in-kind resources to continue transportation projects listed in the Pierce County Coordinated Transportation Plan
- Positively engage labor unions in a discussion regarding the benefits of coordinated transportation
- Oversee the assessment and evaluation of coordinated transportation projects
- Designate standing and ad hoc committees and their chairs
- Monitor transportation quality
- Develop and recommend financial models and formulas for shared program trips
- Work with federal and state legislators to change policies or legislation that restrict coordinated transportation

**Committees:** Two standing committees will support the Interagency Governing Assembly: a Pierce Pierce Transit does not serve this area because it is outside their taxing jurisdiction and service boundaries.
needed. Roles and responsibilities of the Standing Committees include:

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

- **Accountability Consumer Board**: Consumers of coordinated transportation that review performance and recommend system improvements. Members of the Accountability Consumer Board elect their own chair, which serves on the Interagency Governing Assembly.

We, the undersigned, pledge to support the purpose and intent of the Pierce County Coordinated Transportation Interagency Governing Assembly as outlined above, over the period of July 2002 through December 2007.

Pierce County, Lyle Quasim, Chief of Staff

Pierce Transit, Don Monroe, Chief Executive Officer

Bethel School District, Thomas Siegel, Super Intendent

Washington State Department of Social and Health Services, Doug Porter, Assistant Secretary

Sound Transit, Joni Earl, Chief Executive Officer

Puget Sound Educational Service District, Monte Bridges, Superintendent

Office of the Superintendent of Public Instruction, Marcia Riggers, Assistant Superintendent

Consumer Representative, Chris Ensor of TACID

Boys and Girls Club, Rickard Guild, Chief Operations Officer
ADDENDUM

Roles and Responsibilities

Lead Agency: The agency acting as the grant administrator for Pierce County's coordinated transportation planning, implementation, and evaluation. Responsibilities include: manage grant and vendor contracts; administer grant funds; comply with grant reporting requirements; and other administrative tasks. The current lead agency and fiscal agent is Pierce County.

Executive Sponsor (Demonstration Projects): The policy-maker(s) endorsing the implementation of a coordinated transportation demonstration project. The executive sponsor for each demonstration project should be from an agency that is directly affected by the demonstration results and/or receives funding to implement the demonstration project. Responsibilities include, as presented by project coordinators: approve demonstration project plans; approve changes to project scope, timeline, or budget; determine level of staff support; act as spokesperson for the demonstration project to staff, clients, public, media and others; assist with removal of barriers; review evaluation reports; and recommend the continuation or termination of a demonstration project. Executive sponsors may or may not be on the Interagency Governing Assembly. They may delegate many of their duties to staff.

Project Coordinator: The individual(s) managing the daily tasks necessary to implement a coordinated transportation project. Responsibilities include: facilitation of stakeholders to develop project plans; assign work to project stakeholders; monitor and track the progress of project tasks; manage grant funds and reporting; manage contracts with outside vendors; provide updates to project manager; and participate in Pierce County Coordinated Transportation Coalition meetings.
Appendix B

2005-06 PCCTC Progress Report

How Are We Doing?

Pierce County Coordinated Transportation Coalition (PCCTC)

A performance report 4 years after adoption of Pierce County Coordinated Transportation Plan

The Pierce County Coordinated Transportation Coalition (PCCTC) is a broad-based group of social service agencies, public and private transportation providers, community organizations, school districts, and people with special transportation needs.

In pursuit of their ultimate vision…
“transportation service in Pierce County will provide mobility for the entire community where no one has to depend on a personal auto unless they choose to do so”

…the PCCTC has worked together since before 1999 to better coordinate existing transportation services in order to achieve increased efficiencies and provide enhanced mobility and accessibility to a greater number of residents, particularly those with special transportation needs.

The purpose of this report is to highlight some of the major accomplishments of the PCCTC since implementation of their strategic plan, adopted in 2002. This report should help policy makers begin the conversation on how to make the work of PCCTC more successful.

The first section of this report describes the primary projects or services supported by the PCCTC. The second section of the report highlights performance indicators being tracked, and how close we are to reaching our target results.

BEYOND THE BORDERS
Southeast Pierce County Gets New Transportation Service
Starting in 2004, the Beyond the Borders transportation service is testing the first phase of a coordinated brokerage system. It utilizes the existing Medicaid broker to coordinate and schedule trips for residents in rural South Pierce County.

The primary focus of the service is on people with special transportation needs accessing critical services, employment-related services, and youth activities. The project receives federal and state Job Access Reverse Commute funding as well as match funding from the Washington State Department of Transportation special needs grants.

Why South Pierce County?
In 2002, the PCCTC conducted a needs assessment and identified significant transportation needs for people living in South Pierce County.

The 43,363 people living in this southeast area of the county have limited to no mobility options.
Over half of the residents in this area could qualify as individuals with special transportation needs – unable to transport themselves due to their age, income status, or disability.

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

**How the Service Works**
Pierce County Community Services reviews rider applications and determines their eligibility before giving the ride request to the broker. The names of the eligible riders are then forwarded to Paratransit Services, a contracted transportation broker who also broker trips for the Medicaid program.

The broker distributes the trips to the most appropriate and lowest cost transportation providers, and groups the trips where possible. Providers then prepare the trip manifest and provide the actual trips. Where appropriate, providers connect riders to Pierce Transit fixed-route transfer stations.

**Who is using the Service**
Since the service began in July 2004, the service has provided trips to about 140 people, with passenger boardings increasing about an average of 35 percent per quarter. Thirty-five percent of the passengers are frequent riders.

All of the riders are in a low-income bracket, with 75 percent of the rider in a very low income bracket. The average income for riders is $11,200 per year. The age of the riders range the spectrum with 72 percent of the riders ages 18-62, 17 percent under age 18, and 18 percent of the riders over age 62. Nearly half of the riders report a disability.

**Transportation Saves Jobs**
The Beyond the Borders service has particularly assisted residents with disabilities to gain or maintain employment.

An employed resident of Roy always rode the bus from the Roy Y to Tacoma to work for fifteen years. When he was younger, he drove to the park ‘n ride but was unable to continue to drive because of a visual impairment. His parents drove him to the bus stop for eighteen months but were no longer able to drive, due to health problems. The participant had actually submitted his letter of resignation when he learned about the Beyond the Borders transportation service. He started using the services and was able to keep his job. The transportation project has not only helped him to keep his job but his independence and self esteem as well.

**A Personal Tribute to Beyond the Borders**
“I live in Eatonville, Washington where there is no bus transportation with Pierce Transit. I am not able to drive or ride the bus due to my disability... and am depending upon this program to transport me. The subject program has greatly helped me to find employment going mainly to the WorkSource office in Tacoma. I have also gone to staffing agencies to register for employment and will be attending a class for a month to enhance my computer skills. When I do obtain employment, I will be depending upon this program to transport me.”
Services for the Blind has been referring several riders to Beyond the Borders as well. One blind person was hitchhiking to school and looking for work because he had no other transportation until this service started. He rode the service to look for work and just started a new job at Fort Lewis. He is happy to have obtained a job and credits the Beyond the Borders transportation service with helping him get it.

**BUS PLUS: PIERCE TRANSIT’S NEW SERVICE**  
*Alternative Service in Underserved Areas*

In 2003, Pierce Transit began providing a hybrid service on the Key Peninsula. In 2004, another Bus Plus service was implemented in Mid-County, and another service in NE Tacoma was implemented in 2005.

Mid-County and Key Peninsula were areas highlighted in the PCCTC needs assessment as areas with critical transportation needs.

A retrofitted SHUTTLE type vehicle - clearly marked as a Bus Plus vehicle - provides the service. Service operates Monday through Friday 6:00 – 21:00 and is a demand response, curb-to-curb service.

**COMMON GROUND**  
*Coordinating Medicaid and Pierce Transit ADA Transportation*

The purpose of the Common Ground demonstration project is to assess and demonstrate potential efficiencies when Pierce Transit ADA and Medicaid eligible passenger’s trips are scheduled together on the same vehicle within common service areas.

Paratransit Services, the Medicaid transportation broker, and Pierce Transit have been analyzing the potential of this concept since 2002. By re-routing trips “on paper,” they are looking for cost efficiencies and unforeseen system or rider impacts before actually launching an “on the road” demonstration project.

A significant accomplishment for this project has been the agreement on a cost allocation model – a mechanism to share the costs and savings of grouping trips. In addition, the partners identified avenues to share trip information while upholding privacy requirements.

This project is being watched with intense interest by the Agency Council on Coordinated Transportation and many transit agencies and Medicaid brokers statewide.

**ROAD TO INDEPENDENCE**  
*Addressing Transportation and Work Needs of WorkFirst Participants*

The Puget Sound Educational Service District (PSESD) provides transportation options for all WorkFirst participants who need door-to-door and childcare transportation services in order to successfully complete a training program or retain unsubsidized employment.

This program also trains WorkFirst participants to become drivers and they receive on the job training while providing rides for other WorkFirst participants in the community. WorkFirst participants that have completed the program receive driving positions with wages ranging from $9.00 to $15.00 per hour.
In the past quarter, four of Pierce County’s Community Jobs participants in the Road to Independence driving program have moved to unsubsidized employment. One of the drivers entered the Community Jobs program with many barriers, including the fact that she had essentially lived on the streets since she was 16 years old and had prior issues with substance abuse. Now she moved to a driving position in which she earns $10 an hour with full benefits. Her current supervisor speaks very highly of her and when more positions become available within the company will contact the program for additional drivers. The Road to Independence program has been challenged with maintaining consistent funding over the years. However, JARC and WSDOT funding has kept the program alive.

**HOMELESS STUDENTS**

*McKinney-Vento School District Project*

The Puget Sound Educational Service District (PSESD) is facilitating a voluntary partnership between King and Pierce school districts and Medicaid transportation brokers/providers to arrange for unique or non-fixed route school-related trips, with specific focus on students experiencing homelessness as defined by the McKinney-Vento Act.

This project will demonstrate if transportation capacity, cost efficiencies, and service quality can be increased by brokering trips for out-of-district McKinney-Vento eligible students. This project will also evaluate the impacts on McKinney-Vento eligible student achievement by ensuring transportation to their school of origin.

Participating school districts are:

<table>
<thead>
<tr>
<th>Pierce School Districts</th>
<th>King School Districts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tacoma School District</td>
<td>Federal Way School District</td>
</tr>
<tr>
<td>Sumner School District</td>
<td>Kent School District</td>
</tr>
<tr>
<td>Bethel School District</td>
<td>Bellevue School District</td>
</tr>
<tr>
<td></td>
<td>Highline School District</td>
</tr>
<tr>
<td></td>
<td>Auburn School District</td>
</tr>
</tbody>
</table>

The demonstration project will begin September 2005 and go through the 2005-06 school year.

**BOYS AND GIRLS CLUB**

*After-School Transportation*

The PCCTC implemented and completed a demonstration project with Bethel School District and the South Pierce County Boys and Girls Club to provide rides for children from after school program to home. This allowed many children to receive after school tutoring and recreation services that otherwise would not have been able to participate.

This project helped PCCTC to identify school district standards that Medicaid providers needed to meet to transport school children.

**PCCTC Revenue Sources**

*Top 50 Travel Destinations for Paratransit Services Inc. Trips*
Measuring Efficiency
Reduce duplication of transportation services

Related Objectives:
- Identify and demonstrate real or potential efficiencies to be gained from grouping Pierce County based trips funded by two or more agencies
- Develop a rate structure and cost allocation model and formula for funding grouped trips that is fair and cost effective
- Reduce duplication in similar trips provided by Medicaid, Pierce Transit, and school district trips

Related Measures:
- Transportation cost per person is reduced
- Average vehicle mile per person is reduced (by separate modes)
- Increased ridership in current system without system expansion

Key Accomplishments:
- Developed cost allocation formula for grouped trips
- Completed one analysis test, and working on another Trip Consolidation Analysis to test potential cost savings by grouping Medicaid and Transit trips to common destinations
- Completed MOU to share information between Pierce County, Pierce Transit and Paratransit Services (Medicaid Broker) to share confidential rider information for purpose of grouping trips and evaluating data within HIPAA regulations.
- Contracts signed with Pierce and King County School districts to being brokering homeless transportation in 2005-06 school year.
- Coordination of Beyond the Borders trips with Medicaid trips and Pierce Transit connections.
- Using existing infrastructure of Medicaid Broker to reduce costs and duplication

PCCTC Approved Cost Allocation Model
A = Passenger funded by Medicaid  B = Passenger funded by Pierce Transit

\[
\begin{align*}
\text{Begin Trip} & \quad 5 \text{ miles} & \quad \text{End Trip} \\
+ A \text{ gets on} & \quad + A \text{ gets on} & \quad - A \text{ gets off} \\
\text{Shared Seat Miles} & \quad \text{Funders split cost of these 5 miles} & \quad \text{- B gets off}
\end{align*}
\]
### Average Cost Per Trip - Major Modes

<table>
<thead>
<tr>
<th>Mode</th>
<th>2001</th>
<th>2005</th>
<th>% Increase</th>
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<td>Transit Fixed Route</td>
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<td>Transit Demand Response</td>
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<td>Transit Vanpool</td>
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<tr>
<td>Medicaid (excluding transit trips)</td>
<td>$27.61</td>
<td>$25.80</td>
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<tr>
<td>School district fixed route</td>
<td>$1.55</td>
<td>$1.81</td>
<td>16.77%</td>
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</table>

### Beyond the Borders: Total Trips

Average Cost Per Trip = $41.30     Average Cost Per Mile = $2.96

### Beyond the Borders: Total Trips

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual Expense</td>
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<td>$27,596</td>
<td>$81,919</td>
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<td>1,491</td>
<td>1,847</td>
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<tr>
<td>Total Passenger Miles</td>
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<td>9,571</td>
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<td>16,050</td>
<td>28,627</td>
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<tr>
<td>Average Cost Per Trip</td>
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<td>$43.86</td>
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<tr>
<td>Average Cost Per Mile</td>
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<td>2.87</td>
<td>3.58</td>
<td>4.56</td>
<td>2.83</td>
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### Beyond the Borders: Total Trips

<table>
<thead>
<tr>
<th>1st qtr 2005</th>
<th>2nd qtr 2006</th>
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<tbody>
<tr>
<td>$89,120</td>
<td>$85,705</td>
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<tr>
<td>2,333</td>
<td>2,088</td>
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<tr>
<td>33,321</td>
<td>31,817</td>
</tr>
<tr>
<td>38.20</td>
<td>41.05</td>
</tr>
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</table>
**Measuring Effectiveness**
Preserve and expand special needs transportation services

**Related Objectives:**
- Demonstrate and evaluate if coordination between agencies results in expanded services in at least two areas of unmet transportation need.
- Identify resources made available through coordination and a method of utilizing those resources.

**Related Measures:**
- Increase in ridership
- Increase in service delivery areas
- Increase in service routes
- Increased ability for riders to make multiple stops
- Average cost per trip

**Key Accomplishments:**
- Beyond the Borders average trips per month increased on average 283 percent between 2004 and 2005. Average cost per trip decreased 68 percent from $74 per trip in 2004 to $44 per trip in 2005.
- Trips increased for fixed route transit by 3.2 percent between 2001 and 2004, whereas demand response trips have decrease -4.72 percent during the same timeframe.
- PCCTC partners provided free Christmas shopping trips for special needs residents in South Pierce County two years in a row.
Measuring Sharing Information
Increase public awareness of mobility options and coordination activities

Related Measures:
· Host community meetings on a regular basis
· Produce a quarterly newsletter
· Design, maintain and enhance a website
· Produce a Transportation Directory
· Develop and implement a marketing plan

Related Measures:
· Increased participation in the Pierce County Coordinated Transportation Coalition
· Increased public and private community donations/funding toward coordinated transportation
· Increased knowledge of mobility options

Key Accomplishments:
Since January 2002,
· Hosted two public forums on Coordination Transportation Services
· Facilitated 13 Community Assembly meetings; attendance ranges from 10-30 participants.
· Provided over thirty presentations on PCCTC activities and projects
· Produced video on PCCTC and transportation coordination.
· Designed website with PCCTC information.
· Produced 4 newsletters.
· Coordinating marketing efforts between Pierce County and Pierce Transit to inform public of special needs transportation services
· Pierce County Communications Department distributed seven press releases on PCCTC activities that were printed in the paper.
· Transportation provider inventory is shared with Sound Transit, who is developing an updated online regional transportation directory.

PCCTC Website Address: www.piercecountyrides.com
Measuring Coordination
Gain state and local leadership support of coordinated transportation in Pierce County

Related Objectives:
· Adopt the Pierce County Coordinated Transportation Plan
· Establish formal written agreements outlining the decision-making process for implementing a coordinated brokerage system
· Secure the resources necessary to support the demonstration of coordinated transportation
· Adopt legislative and policy changes that support coordinated transportation in Pierce County and statewide.

Related Measures:
· Number of letters and advocacy meetings supporting coordinated transportation and meeting transportation needs.
· Maintained membership in Interagency Governing Body
· Signature of Interagency Agreement
· Number of letters of support for coordination grants
· Number of policies/administrative rules waived or changed that support coordination
· Number of laws changed the support transportation coordination

Key Accomplishments:
· Established a governance structure (Interagency Governing Assembly, Steering Committee, Consumer Board and Community Assembly) that meets regularly and approves business for the Coalition.
· Governance structure and rules of operation approved in the Interagency Governing Assembly signed Statement of Intent.
· County Chief of Staff agreed to Chair the Interagency Governing Assembly to show county approval and leadership for coordination projects.
· Developed and adopted a coordinated transportation model, implementation and evaluation plan.
· Presented possible solutions for special needs school district transportation to King and Pierce County School districts; lead to demonstration project.
· Held Ground Breaking Ceremony for Beyond the Borders project with Legislators and Council members as guest speakers.
· Partnered with Cascadia Project to host Regional Transportation Leadership Summit.
· Worked with CTA-NW and ACCT in the passage of the “stretcher bill” and UTC bill, and the defeat of the Medicaid co-pay language.
· Funding partners include (see Revenue Sources):
  · Pierce County Council
  · Pierce Transit
  · WSDOT
  · Sound Transit
  · City of Eatonville
  · PSESD
· In-kind support is provided staff serving on the steering committee. These members spend approximately twenty or more hours per month on coordination projects.
· Regularly report progress at ACCT council meetings, which includes state agency heads and state legislators.
# PCCTC Revenue Sources

As of November 30, 2003

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<thead>
<tr>
<th></th>
<th>2001-03 (Jul 01 - Jun 03)</th>
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<th>2005-07 (Jul 05 - Jun 07)</th>
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(1) 2003-05 Request submitted
(2) 2005 allocation is not confirmed
(3) Funding request not confirmed
(4) Does not include private and non-profit in-kind

* Awarded to TransPro
Measuring Coordination
Increase regional and multi-modal transportation coordination

Related Objectives:
- Promote development of a multi-county plan that supports regional, multi-modal coordinated transportation between the counties of Lewis, Pierce, Thurston, Kitsap and King.

Key Accomplishments:
- Working with Sound Transit to develop regional transportation coordination plan.
- Working with Sound Transit to update transportation provider information for on-line FindARide.org directory.
- New Route funded by WSDOT to run from Lewis County through south Pierce County and connect with Pierce Transit.
- Exploring coordination opportunities with Thurston County, including making ride connections between Roy and Yelm.
- The PCCTC coordination model has served as a model for other coalitions in our state and other states.
Logic Model: Pierce County Coordinated Transportation System

VISION: Transportation services in Pierce County provide mobility for the entire community where no one has to depend on a personal auto unless they choose to do so.

Long-term Outcomes
- Residents of Pierce County have increased independence, self-sufficiency, and quality of life through improved access to services and activities.
- The general public will support funding of expanded transportation services because they see existing resources being used efficiently.
- Programs and agencies will purchase more transportation services.
- Riders, programs, and agencies will be confident that the Pierce County Coordinated Transportation System provides quality and efficient services.

Intermediate Outcomes
- Residents who do not fit the "special needs" criteria have increased transportation options.

Short-term Outcomes
- Due to better utilization of existing resources, new or enhanced transportation services are provided in areas that currently have no or limited services.
- Duplication in transportation support services are reduced (e.g., insurance, drug & alcohol program).
- System design and implementation will be revised and refined to minimize impacts on, & to maintain service quality.

Outputs
- People are more aware of current mobility options.
- People are more aware of transportation needs and are supportive of coordinated transportation.
- Programs and agencies are more willing to cooperate with each other, share resources, and implement changes that support transportation coordination.
- Vehicle capacity is maximized.

Activities
- Community Forums, Quarterly Newsletter, Website, and Transportation Directory. Other marketing strategies as identified.
- Pierce County Coordinated Transportation Plan.
- 5 - 6 coordinated transportation demonstration projects.
- Decision-making structure with executive leadership, funding, laws and policy, and changes in policies and procedures; minimum standards, equipment, training.
- Coordinated scheduling, dispatch, eligibility, billing, call center and support services.
- Evaluation plan, and evaluation reports.

Inputs
- Evaluate the results of the demonstrations and the coordinated transportation system; make revisions as appropriate.
- Public and private agencies collaboratively provide in-house staff, contract management, meeting arrangements, public awareness activities, technical expertise, product development, and general support. Consultants provide project management, planning, evaluation, product development, and systems expertise. Technology tools will be purchased.

*Intent is to coordinate these services, not consolidate them.
Measuring Accountability – United We Ride Self Assessment

Making Things Happen by Working Together
Driving Factor — Individuals and organizations are catalysts for envisioning, organizing, and sustaining a coordinated system that provides mobility and access to transportation for all.

Accomplishments:
· Established governing structure
· Signed Statement of Intent
· Adopted Coordinated Transportation Plan

Work to do:
· Need the commitment of state and local funds to support coordination
· Need dedicated staff

Taking Stock of Community Needs and Moving Forward
Driving Factor — A completed and regularly updated community transportation assessment process identifies assets, expenditures, services provided, duplication of services, specific mobility needs of the various target populations, and opportunities for improvement. It assesses the capacity of human service agencies to coordinate transportation services. The assessment process is used for planning and action.

Accomplishments:
· Needs and capacity assessment completed in 2001
· Adopted Coordinated Transportation Plan in 2002

Work to do:
· Good assessment, but we need more evaluation of how technology can help.
· Currently working on all areas, but still need more.

Putting Customers First
Driving Factor — Customers, including people with disabilities, older adults, and low-income riders, have a convenient and accessible means of accessing information about transportation services. They are regularly engaged in the evaluation of services and identification of needs.

Accomplishments:
· Community Assembly has quarterly input.
· Overall, doing a good job with customer service – will improve overtime.

Work to do:
· Need more marketing.
· Need more customer feedback.

Adapting Funding for Greater Mobility
Driving Factor — Innovative accounting procedures are often employed to support transportation services by combining various state, federal, and local funds. This strategy creates customer friendly payment systems, while maintaining consistent reporting and accounting procedures across programs.


**Accomplishments:**
- Developed cost sharing formula for grouped trips.
- Leveraging the Medicaid brokerage system for non-Medicaid trips.

**Work to do:**
- Need to identify business requirements and policy changes.
- Assess and implement the use of technology.

**Moving People Efficiently**

**Driving Factor:** Multimodal and multi-provider transportation networks are being created that are seamless for the customer, but operationally and organizationally sound for providers.

**Accomplishments:**
Beyond the Borders demonstration project has increase mobility in South Pierce County.

**Work to do:**
- Need a localized or integrated call center.
- Bureaucracy and turf issues impede movement forward.

**Needs Work**

**Planning & Funding**
- Assure that the process for siting facilities considers the full range of transportation issues
- Develop and implement a plan to coordinate between agencies:
  - Driver training
  - Maintenance and facility services
  - Administrative services and reporting requirements
- Pursue grant foundation dollars
- Begin development of 2006-2010 strategic and implementation plan
- Update needs assessment
- Establish more sustainable infrastructure for PCCTC Coalition and services

**Awareness**
- Update and maintain PCCTC website
- Rebuild coalition; increase attendance and participation
- Establish and grow Consumer Board
- Re-establish newsletter

**Services**
- Create a user-friendly, single-entry phone and website access for trip planning, eligibility, and reservations.
- More consistent tracking of performance information
- “On the road” testing of grouped trips
- Study feasibility of “non-sponsored” passenger fares; implement if feasible

**Evaluation**
- Conduct passenger evaluations
- Produce demonstration project evaluations
- Implement better performance tracking mechanisms
## Appendix C

### Top 50 Travel Destinations for Pierce Shuttle Trips

| 1. Tacoma General Hospital | 1003 S 5th St | Tacoma |
| 2. Mountainside Mental Health | 10209 Bridgeport Way SW | Lakewood |
| 3. Sea Mar Clinic | 10217 125th St Ct. E | Puyallup |
| 4. Community Health Care | 10510 Gravelly Lake Dr SW | Lakewood |
| 5. Community Health Care Child | 1102 S 1st St. | Tacoma |
| 6. Sea Mar Clinic | 1112 S Cushman Ave | Tacoma |
| 7. St. Clare Specialty Center | 11307 Bridgeport Way SW | Lakewood |
| 8. St. Clare Medical Pavilion | 11311 Bridgeport Way SW | Lakewood |
| 9. St. Clare Hospital ER | 11315 Bridgeport Way SW | Lakewood |
| 10. Community Health Care Adult Dental | 1215 S 11th St | Tacoma |
| 11. Cardiac Study Center | 1322 3rd St SE | Puyallup |
| 12. Adult Day Health | 14016 A St. S | Spanaway |
| 13. Good Sam Family Medicine | 1518 Main St. | Sumner |
| 14. St. Joe’s Outpatient Radiology | 1617 S J St | Tacoma |
| 15. Physicians Medical Center | 1624 S 1st St | Tacoma |
| 16. Cascade Eye & Skin Center | 1703 S Meridian | Puyallup |
| 17. St. Joes Medical Clinic | 1708 S Yakima Ave | Tacoma |
| 18. St. Joe’s | 1717 S J St. | Tacoma |
| 19. St. Joe’s Medical Pavilion | 1802 S Yakima Ave | Tacoma |
| 20. Reflections | 18407 Pacific Ave | Spanaway |
| 21. Cedar Medical Center | 1901 S Cedar St | Tacoma |
| 22. Allenmore Medical Center | 1901 S Union Ave | Tacoma |
| 23. Group Health | 209 Martin Luther King Jr Way | Tacoma |
| 24. Pacific Northwest Eye | 2202 S Cedar St | Tacoma |
| 25. Tacoma Orthopedics/Internal Medicine | 2420 Union Ave | Tacoma |
| 26. Adult Day Health | 246 St. Helens Ave | Tacoma |
| 27. Marybridge Health Center | 311 S L St | Tacoma |
| 28. Tacoma General Hospital | 315 Marting Luther King Jr Way | Tacoma |
| 29. Baker Building | 316 Martin Luther King Jr Way | Tacoma |
| 30. Good Sam Mental Health | 325 E Pioneer Ave | Puyallup |
| 31. Apple Physical Therapy | 3315 S 23rd St | Tacoma |
| 32. Community Health Care | 3611 S D St | Tacoma |
| 33. Pierce County Health Dept. | 3629 S D St | Tacoma |
| 34. Pacific Cataract Laser | 3730 S Pine St | Tacoma |
| 35. Rainier Oncology | 400 15th Ave SE | Puyallup |
| 36. Good Sam Hospital | 407 14th Ave SE | Puyallup |
| 37. Asian Counseling | 4301 S Pine St | Tacoma |
| 38. Dialysis | 4700 Point Fosdick Dr NW | Gig Harbor |
| 39. Pierce County Alliance | 510 Tacoma Ave S | Tacoma |
| 40. Comprehensive Mental Health | 514 S 13th St | Tacoma |
| 41. Tacoma Family Medicine | 521 Martin Luther King Jr Way | Tacoma |
| 42. Apple Physical Therapy | 5605 100th SW | Lakewood |
| 43. Dialysis | 5919 Lakewood Town Ctr Blvd NW | Lakewood |
| 44. Adult Day Health | 6442 S Yakima Ave | Tacoma |
| 45. Dialysis | 702 South Hill Park Dr | Puyallup |
| 46. Dialysis | 716 South Hill Park Dr | Puyallup |
| 47. Northwest Dental Clinic | 725 St Helens Ave | Tacoma |
| 48. MVP Physical Therapy | 7308 Bridgeport Way SW | Lakewood |
| 49. Reflections | 8907 Gravelly Lake Dr. SW | Lakewood |
| 50. Greater Lakes Mental Health | 93300 59th Ave SW | Tacoma |
### Pierce County Gaps and Needs Survey - June 19, 2006

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TO: People with Transportation Needs
FROM: Pierce County Coordinated Transportation Coalition
SUBJECT: Survey on Special Transportation Needs in Pierce County

The Pierce County Transportation Coalition (PCCTC) is a group of private and public community organizations, consumers, and transit providers in Pierce County. We want to improve transportation for people in Pierce County who have special transportation needs – seniors, children, people with disabilities, and people with low incomes.

Please help us identify where improvements are needed by answering some questions about your transportation situation. Your help is critical. Your individual answers will be confidential.

INSTRUCTIONS
· Answer each question by putting a x in the box by your answer.
· Complete and return this survey within 14 days.
· Mail the survey in the postage-paid envelope provided.
· If you need help with the survey, please contact Carola Regan at 253-748-2864.
  You can reach her Monday – Friday from 8am to 5pm

INFORMATION ABOUT YOU
First, we need to know some things about you. Your answers will help us understand how people in different situations have different needs.

1. What is the ZIP Code at your home? 9 8 __ __ __
2. What city or town do you live in or what city or town is nearest to where you live? _______________________________________________________
3. What are the nearest cross streets to you? _______ and _________________
4. Are you unable to travel by yourself or purchase transportation due to:
   CHECK ALL THAT APPLY
   1☐ Disability/health condition
   2☐ No valid driver’s license
   3☐ No vehicle that works
   4☐ None of the above
   5☐ Other: _______________________________________________________

5. How old are you?
   1☐ 18 or under
   2☐ 19-29
   3☐ 30-39
   4☐ 40-49
   5☐ 50-59
   6☐ 60-69
   7☐ 70-79
   8☐ 80-89
   9☐ 90+
6. Do you need any of the following items when you travel?

(CHECK ALL THAT APPLY)

- Wheelchair lift or ramp
- Space for a fold-up wheelchair
- Bench to sit on while waiting for a ride
- A place to rest when traveling by foot
- A vehicle with a “kneeling” feature for people who have difficulty climbing stairs
- Assistance getting into and out of the vehicle
- Service animal
- Escort to accompany you
- Help loading and unloading packages
- Door-to-door service - from the door of the pickup location to the door of the drop off location
- Curb-to-curb service – from the curb of the pickup location to curb of the drop off location.
- Hand-to-hand service - pick up from the care of one individual and drop off in the care of another individual
- Assistance identifying bus stops

7. Do you currently receive benefits from any of the following? (CHECK ALL THAT APPLY)

- Social Security Disability Income (SSDI) or Supplemental Security Income (SSI)
- Social Security Income (SSA)
- Medicaid
- Medicare
- Work First (medical coupon, food stamps, TANF cash grant)
- NONE

8. Where do you currently live?

- Private House or Apartment
- Public Housing
- Nursing Home / Group Home
- Assisted Living / Community Residence
- Transitional housing (motel, homeless shelter)
- Other ________________________________

9. Do you live within ¾ of a mile (or 10 city blocks) of scheduled bus service provided by any of the following. (CHECK ALL THAT APPLY):

- Pierce Transit
- Sound Transit
- Other
- None
- Don’t know getting around / Travel
These next questions are about places you would like to go, but cannot get there because of transportation problems.

10. Are there places that you have trouble getting to because of transportation problems? If so, please name the top three places and what town they are in (For example, the Post Office in Puyallup).

Place: ___________________ City/Town: ___________________
Place: ___________________ City/Town: ___________________
Place: ___________________ City/Town: ___________________

11. Have you ever used any of the following methods of transportation? (CHECK ALL THAT APPLY)
   1. Bus
   2. Bus Plus
   3. SHUTTLE (Pierce Transit)
   4. Vanpool
   5. Car Pool
   6. Senior Center Van
   7. Community Agency Van
   8. Medicaid/DSHS (Paratransit Services, Inc.)
   9. Beyond the Borders (Paratransit Service, Inc.)
   10. Taxi (private pay)
   11. Volunteer driver
   12. Friend / Relative
   13. Church Program
   14. Train
   15. School bus
   16. Other: ____________

12. Which one do you use most frequently? (CHECK ONLY ONE)
   1. Bus
   2. Bus Plus
   3. SHUTTLE (Pierce Transit)
   4. Vanpool
   5. Car Pool
   6. Senior Center Van
   7. Community Agency Van
   8. Medicaid/DSHS (Paratransit Services, Inc.)
   9. Beyond the Borders (Paratransit Service, Inc.)
   10. Taxi (private pay)
   11. Volunteer driver
   12. Friend / Relative
   13. Church Program
   14. Train
   15. School bus
   16. Other: ____________
13. Thinking about the service you use most frequently – the one you named in Question 12 – tell us if you agree or disagree with the following statements about that service:

A. The service can be adjusted to meet my schedule

B. The service is available on days and times when I need to travel

C. The service goes where I want to go

D. The service picks me up and drops me off on time

E. I feel safe when I use the service

F. If I have a problem with the service, they are able to fix it

G. If I have a problem with the service, they are able to fix it

H. The people who work for the service are helpful

I. The cost for the service reasonable

J. The service is easy to use

K. It is easy to make transfers with this service, so I can connect

L. with other buses or other types of transportation.

M. The time it takes to make the trip with this service is reasonable.

12. Is it hard to get to any of the following? (CHECK ALL THAT APPLY)

- Work
- School / Training
- Medical facility / physical therapy/dentist
- DSHS/ Social services /Government
- Church / Temple/Place of Worship
- Grocery Store/Drug Store
- Social / Recreation
- Child Care
- Food Bank
- King County
- Kitsap County
- Thurston County
- Other: ________________________________

13. Is it more difficult to get transportation on weekdays or on the weekend? Or are they about the same?

- Both difficult
- Neither is difficult
- Week days are more difficult
- Week ends are more difficult

14. Is there a time of day when it is difficult for you to get transportation? (CHECK ALL THAT APPLY)

- NONE
- Early morning (5 am – 8 am)
- During the day (8 am – 5 pm)
- Late afternoon (5 pm – 8 pm)
- Evening (8 pm – 11 pm)
- Late Night (12 am – 5 am)
INFORMATION SOURCES

15 When you need information about transportation, where do you go first to get that information? (CHECK ONE ANSWER ONLY)

- Pierce Transit Rider Guide or Sound Transit Accessible Transportation Guide
- Call Pierce Transit Customer Service Line
- Internet Website
- United Way Help Line
- Case Manager
- Senior Center/Senior Information Center
- Yellow Pages
- Paratransit Services, Inc.
- Friend / Relative
- Other: ________________________________
- I don’t know where to go to get information about my transportation options.

16. How would you like to receive information about transportation? (CHECK ALL THAT APPLY)

- Brochure
- Brochure with large print that is easier to read
- Brochure written in different language
- Internet website
- Call transportation company directly to ask questions
- Braille
- Audio Tape
- Case Manager
- Senior Center
- Yellow Pages
- Automated phone message
- Other: ________________________________

17. Is there anything else you would like to tell us about how your difficulties with transportation and what we can do to make transportation better for you?

________________________________________________________________________________________________________________________

Thank you for completing this survey.
Appendix E

*Bus Plus Routes*

*Bus Plus: Mid-County Service Area and Stop Locations*
Bus PLUS: Mid-County Service Area and Stop Locations

Parkland–Spanaway Bus PLUS provides weekday service along the route shown on the map. Customers should plan to be at their stop five minutes before the scheduled arrival time. There is no need to make a request. Look for the yellow Bus PLUS signs. The “PLUS” is that Route 444 also serves “by request” bus stops, which are away from the scheduled stops.

Bus PLUS info & By Request service: call 253.581.8002

Bus PLUS By Request Service Customers can be picked up at signed locations (white bus stop signs) by making a request between 8 am and 5 pm daily. Reservations can be made by calling one to five days in advance.

Bus PLUS Drop-Off Once you are onboard Bus PLUS, inform the driver of the location of the stop where you wish to be dropped off. You may travel between Bus PLUS stops within each map area. Please remember all pick-up and drop-off locations must have bus stop signs.

Stop Locations A list of all Bus PLUS stop locations is online at piercetransit.org, or you may call Customer Services to locate the nearest Bus PLUS stop.

Bus PLUS operates weekdays 5 am to 8:30 pm. Regular bus fares are charged.
Bus Plus: Peninsula Service Area
Bus Plus: Northeast Tacoma Service Area
Bus Plus: Orting Loop Service Area
Appendix F

Pierce County Maps
Percentage of the Population that is Age 5-17 by Census Block (2000 US Census)
Percentage of the Population that is Over Age 65 by Census Block (2000 US Census)
Number of the Population that is Over Age 65 by Census Block (2000 US Census)
Percentage of the Population with a Disability by Census Block (2000 US Census)
Total Number of the Population with a Disability by Census Block (2000 US Census)
Percentage of the Population with Low Incomes by Census Block (2000 US Census)
Total Number of the Population with Low Incomes by Census Block (2000 US Census)