



Snohomish County
Special Needs Transportation Coalition
~SNOTRAC~

Moving people, changing lives

Special Needs Transportation Implementation & Evaluation Plan

**Snohomish County Special Needs
Transportation Coalition**
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The Snohomish County Special Needs Transportation Coalition (SNOTRAC) is a broad-based community partnership that has constructed a roadmap to address the special transportation needs of people in Snohomish County.

This document is that roadmap. It describes the specific steps on how SNOTRAC will strive to implement and evaluate a coordinated, county-wide, special needs transportation system that serves all the people who are unable to transport themselves due to their age, income level or disability.

GOALS AND STRATEGIC OBJECTIVES

SNOTRAC's 5-year strategic plan identified six goals and related strategies to be pursued from July 2003 to June 2008. The six ambitious goals are: 1) Improve and increase awareness and support to transportation options and services to the public and service providers, 2) Simplify the eligibility process, 3) Simplify trip arrangements, 4) Build transportation capacity within existing community resources, 5) Increase transportation options in underserved and rural areas, and 6) Increase regional and cross-jurisdictional transportation options.

DELIVERABLE PRODUCTS AND SERVICES

This document outlines twenty deliverables that, if funded, will forward the accomplishment of SNOTRAC's goals. The deliverables are divided into four functional areas: Governance and Management, Communication, Support, and Services. Some of the key deliverables, such as the statement of executive support, have been completed or are in the process of completion.

Governance and Management: While Snohomish County is the lead agency for SNOTRAC, many agencies are actively involved in SNOTRAC activities. Consequently, this plan outlines a coordinated approach to making decisions, getting the work done, raising funds, advocating for change, and ensuring adequate participation from people with special transportation needs.

Communication: SNOTRAC completed and adopted its Communication Plan (Appendix C) in March 2003, along with a slogan,

logo, and website. Other planned deliverables that will help implement the plan include designing and utilizing a standardized presentation emphasizing key messages, designing and compiling display kits and communication materials, utilizing press releases, developing a comprehensive regional transportation resource guide, and recruiting and training “ambassadors” to inform people about mobility options and how to use them.

Support: The backbone of the coordinated transportation system will be provided through an accessible, user-friendly transportation information and referral system. In addition, three Community Mobilization Transportation pilot projects will be implemented that facilitate local community solutions to local transportation problems. SNOTRAC will also explore ways to simplify the eligibility processes among various agencies, and participate in the regional Trip Planner and Smart Card projects and advocate for their success.

Services: Deliverables are identified that enable SNOTRAC to provide increased numbers of trips and improved transportation services. SNOTRAC will strive to expand existing volunteer drivers programs, utilize the Medicaid broker to provide enhanced rural transportation services, explore an express service for longer paratransit trips, and make recommendations to Community Transit to enhance the existing Community Transit van donation program.

TIMELINE, COST, AND RISKS

While coordinated transportation will achieve efficiencies in the long term, resources are needed for implementation. During this time of fiscal constraints, competition for funding is fierce. All revenue options are being explored, including federal, state, regional, local, and tribal support as well as foundations and other innovative strategies. If funding is not secured, the scope of the project will be greatly reduced.

The schedule for implementation of the deliverables outlined in this document is five years, from July 2003 through June 2008. SNOTRAC members developed the schedule by first drafting a high level workplan (see Appendix A). At this point in planning, these are “best guess” estimates. For this reason, the schedule and workplan should be viewed as dynamic tools for SNOTRAC to refine as the various projects unfold and more information is available. In other words, the schedule will most likely change over the 5-year period.

The estimated budget to implement the SNOTRAC 5-year Strategic Plan is \$961,000. In-kind support, which is significant and vital to project success, is not reflected in this budget.

Inherent in every project is risk. Some of the identified risks for this project include scarce funds, competing priorities, loss of matching funds, lack of volunteer/staff time to complete tasks, and development of unrealistic expectations in residents that all their transportation problems will be solved. These risks will be avoided, mitigated, or accepted.

MEASURES OF SUCCESS

The Evaluation Plan provides an outline of the targets to be reached, results of achieving those targets, and the way in which the targets and results will be measured in each of the four functional areas. A graphic view of this model is displayed in Appendix B. Major evaluation methods will include focus groups, trip data, case managers, and agency and vendor records. A report detailing progress on the SNOTRAC Special Needs Transportation Implementation and Evaluation Plan, will be provided annually.

Chapter 1. Snohomish County Coordinated Transportation System

The Snohomish County Special Needs Transportation Coalition (SNOTRAC) is pleased to present the *Special Needs Transportation Implementation and Evaluation Plan*. This is a working document that serves as the roadmap for implementing and evaluating a coordinated transportation system in Snohomish County.

The implementation and evaluation plan outlines:

- The scope of work, including the “deliverables” to be developed if appropriate funding is available;
- When the deliverables are scheduled to be done;
- The estimated cost of producing the deliverables and options for funding their implementation;
- The risks associated with accomplishing or not accomplishing the scope of work; and
- How SNOTRAC will measure success.

SNOTRAC also developed a *Special Needs Transportation Inventory* and a *Special Needs Transportation 5-Year Strategic Plan*. Both documents are available on the SNOTRAC website: <http://www.co.snohomish.wa.us/humansrv/CAPSNOTRAC.htm>. These two documents framed the direction for the implementation plan.

BACKGROUND

Snohomish County Special Needs Transportation Coalition (SNOTRAC) is a broad community partnership including representatives from transit agencies, social service agencies, health care systems, community organizations, and federally recognized Indian Tribes.

SNOTRAC is working towards addressing the transportation needs of people in Snohomish County who are unable to transport themselves

due to a disability, their age, or income. Through better coordination of available transportation resources, transportation programs will realize greater efficiencies and more rides will be available to people with special transportation needs.

People with special transportation needs are defined in RCW47.06B Section 2 as: “Those people, including their attendants, who because of physical or mental disability, income status, or age, are unable to transport themselves or purchase transportation.”

SNOTRAC will strive to create and implement a coordinated, county wide, special needs transportation system that:

- Serves all people with special transportation needs;
- Explores the efficient uses of all local transportation resources, including non-traditional ones;
- Fosters partnerships between transportation and social service providers through ongoing communication and forums for problem solving; and
- Is user-friendly, safe, and easy to access.

PROJECT GOALS

In the ***SNOTRAC Special Needs Transportation 5-Year Strategic Plan***, six goals and related strategies were identified. They are:

Goal A: Improve and increase awareness and support of transportation options and services to the public and service providers.

Strategies :

- a.) Implement a communication and marketing plan.
- b.) Develop a single, simple resource guide about eligibility and the availability of transportation services. (Also a strategy for Goal B).
- c.) Recruit and train transportation “ambassadors” who are knowledgeable about mobility options and willing to meet with community groups.

- d.) Recruit active participation from people with special transportation needs in coordination efforts.
- e.) Track and advocate for legislation that supports coordinated special needs transportation, e.g. insurance pools, funding, regulations.

Goal B: Simplify the eligibility process.

Strategies:

- f.) Develop a single, simple resource guide about eligibility and the availability of mobility options. (Also a strategy for Goal A).
- g.) Explore ways to simplify the eligibility process, including the possible creation of a single application.

Goal C: Simplify trip arrangements.

Strategies:

- h.) Coordinate call centers for trip information and referral.
- i.) Coordinate call centers for timely trip scheduling.

Goal D: Build transportation capacity within existing community resources.

Strategies:

- j.) Identify opportunities and incentives for individuals and communities to help each other provide special needs trips, including accessible transportation.
- k.) Perform outreach to providers in the region to explore, coordinate, and integrate resources, e.g.
- l.) Create specific partnerships between transportation providers in underserved or rural areas, recognizing opportunities and addressing challenges.
- m.) Explore the creation of a flexible funding pool to supplement non-Medicaid trips.

Goal E: Increase transportation options in underserved and rural areas.

Strategies:

- n.) Coordinate or consolidate services already existing in rural areas, to avoid duplication and maximize services.
- o.) Develop a system to arrange rural rides that falls outside of providers' corridors.

Goal F: Increase regional and cross jurisdictional transportation options.

Strategies:

- p.) Review coordinated transportation plans among regional jurisdictions for consistency and coordination opportunities (e.g. Smart Card).
- q.) Explore a regional and local express paratransit service.

APPROACH

This document identifies a scope of work, schedule, cost, risk analysis, and evaluation plan for the SNOTRAC coordinated transportation system for the time period of July 2003 to June 2008.

Key “deliverables” are identified, which are expected to work towards the goals and strategies over the next five years. *Deliverables* are products, services, or outputs that result from targeted activities. The highest priority deliverables will be the focus over the next two years. Prioritization was based on a variety of factors, including critical need, ability to succeed, and timing.

The estimated activities, materials, roles, and responsibilities associated with each deliverable contributed towards the development of the schedule and budget. Assumptions are made in order to develop the scope of work, schedule, and budget. Risks or constraints that may alter the implementation plan are identified in this document.

Also outlined in the document are the outcomes and indicators of success, which provide a means to evaluate and track the progress of implementing the coordinated transportation system. *Outcomes* are the desired results that happen when the deliverables are produced. *Indicators* are the specific measurements used to evaluate if the outcomes are achieved.

Chapter 2. Scope of Work

Twenty deliverables are proposed for completion between January 2003 and June 2008, if adequate resources are made available. These deliverables will make progress towards meeting SNOTRAC's goals and objectives. The deliverables are divided into four functional areas:

- 1.0 Governance and Management
- 2.0 Communication
- 3.0 Support
- 4.0 Services

DELIVERABLE DESCRIPTIONS

Outlined below are the identified deliverables within their appropriate functional area. Most of the deliverables are described in terms of the problem they are trying to address. Some of the deliverables are completed, or are in the process of being completed. For these deliverables, the status is simply reported.

1.0 Governance and Management

Given the intergovernmental complexities and the amount of work required, it is necessary to establish a framework that governs and manages the SNOTRAC coordinated transportation system. The deliverables in this section provide this organizational framework.

■ Deliverable 1.1 Statement of Support

Completed - As of March 10, 2003, approximately 23 local and regional executives signed a Statement of Executive Sponsorship indicating their support for SNOTRAC goals and objectives.

■ Deliverable 1.2 Structured Coalition Framework

Problem | Many projects fail because they do not have executive sponsorship, appropriate stakeholders at the table, or clear roles and responsibilities defined. The SNOTRAC coordinated transportation system is particularly at risk due to the numerous agencies involved and the wide range of target population.

<i>Solution</i>	Clarify a structured governance and management framework for SNOTRAC that will outline clear lines of authority, responsibility, and accountability, as well as how people with special transportation needs will be involved.
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■ **Deliverable 1.3 Grant Strategy**

<i>Problem</i>	State ACCT funding has supported SNOTRAC’s planning phase. Continued funding support during the SNOTRAC implementation and evaluation phase is critical to success. It is anticipated that state funds will not be sufficient to provide for necessary staffing needs of SNOTRAC.
<i>Solution</i>	Articulate steps to seek and secure funding that continue staff support for the maintenance of SNOTRAC and to execute the SNOTRAC communication, implementation and evaluation plans.

■ **Deliverable 1.4 Legislative Tracking and Advocacy**

<i>Problem</i>	Legislation generally sets parameters for the utilization of funds that often presents challenges and sometimes barriers to developing a coordinated system of special needs transportation.
<i>Solution</i>	Provide an easy to manage mechanism that will regularly monitor relevant legislation and provide for <u>effective and timely</u> advocacy to benefit SNOTRAC’s vision, goals and objectives.

■ **Deliverable 1.5 Evaluation Reports**

It is necessary to ensure that SNOTRAC deliverables are meeting the expected objectives and outcomes. Annual evaluation reports will be provided that document the performance indicators for the project.

2.0 Communication

Projects cannot be successful without effective communication strategies. The deliverables in this functional area focus on increasing awareness of transportation options and the SNOTRAC coordinated transportation system.

■ Deliverable 2.1 Communication Plan

Completed – The SNOTRAC Communication Plan adopted in March 2003 outlines key messages, target audiences, communication objectives and vehicles to meet those objectives.

■ Deliverable 2.2 Slogan and Logo

Completed – SNOTRAC designed a slogan and logo in February 2003 that projects image, message, activities, and partners.

■ Deliverable 2.3 Website

Completed – A SNOTRAC website was designed and developed in February 2003. Ongoing maintenance will be required. The website address is: <http://www.co.snohomish.wa.us/humansrv/CAPSNOTRAC.htm>

■ Deliverable 2.4 Standardized Presentation

Problem	SNOTRAC members need to spread the word about mobility options and coordinated opportunities. However, a common method of presenting the message is lacking.
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Solution	Develop a SNOTRAC PowerPoint presentation with key messages that can be used by all SNOTRAC partners.
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■ Deliverable 2.5 Display Kits & Communication Materials

A SNOTRAC brochure and fact sheet have been drafted and designed. A communication kit will be compiled that includes a variety of printed and visual materials with a display board that is strategically placed at key locations and conferences. Other materials will be needed for communication purposes.

■ Deliverable 2.6 Press Releases

Ongoing - SNOTRAC press releases are drafted and submitted at key milestones.

■ **Deliverable 2.7 Resource Guide**

<i>Problem</i>	A comprehensive resource guide for the region is not currently available in a single document. Users of special needs transportation need a resource that lists and explains their options in a single publication.
<i>Solution</i>	Sound Transit has published a Regional Accessible Transit Guide(RATG) which contains information on fixed-route transit, paratransit and Medicaid travel options in the three-county central Puget Sound Area. The guide was developed in conjunction with area transit agencies including Community Transit and Everett Transit. Sound Transit has proposed expanding the scope of the RATG to include a comprehensive listing of special needs transportation resources and their eligibility criteria in the three-county area.

■ **Deliverable 2.8 Ambassador Program**

<i>Problem</i>	There is a lack of knowledge about the transportation programs that serve Snohomish County. Many people suffer from information overload through the media, mail, and advertising and tend to respond more positively to personal contact.
<i>Solution</i>	Recruit and train individuals to address and inform target audiences about mobility options and how to use them.

3.0 Support

The functional area of “Support” outlines deliverables that will enhance the infrastructure of a coordinated transportation system, but not directly provide more trips.

■ **Deliverable 3.1 Simplified Eligibility Process**

<i>Problem</i>	Special needs transportation providers all have their own unique eligibility criteria and often require different information. Passengers sometimes have to go through numerous eligibility processes in order to receive transportation services.
<i>Solution</i>	Explore ways to make special needs transportation eligibility application processes easier and simpler. This project will investigate the feasibility of combining some applications into a single application.

■ **Deliverable 3.2 Information and Referral System**

<i>Problem</i>	People with special needs often have trouble obtaining appropriate transportation due to lack of awareness of what options or services are available, what the person may be eligible for and/or how to access the services.
<i>Solution</i>	Develop an accessible, user-friendly information and referral system where a person can call one number to get the information he or she needs about available transportation services, receive appropriate application(s) in the mail and be referred to appropriate agencies for service and more information.

■ **Deliverable 3.3 Trip Planner/Smart Card Advocacy**

<i>Problem</i>	The Puget Sound region transit agencies are involved with expanding the Trip Planner and developing smart card fares. Currently the systems support fixed-route transit, but not all other special transportation needs and providers.
<i>Solution</i>	Participate in the regional trip planner and smart card projects, and advocate for their success. Also advocate for expanding the projects to include all transportation options, including Medicaid and volunteer programs, and advocate for community providers to participate.

■ **Deliverable 3.4 Community Mobilization Pilots**

<i>Problem</i>	People with special transportation needs living in rural areas of Snohomish County have more difficulty in accessing needed transportation than people living in urban areas mostly due to the limited or non-existent availability of fixed-route and paratransit services. Restrictions on use of specific transportation resources, such as those provided by Medicaid, school districts, senior centers, and private providers further reduce the possible transportation options for people living in underserved areas. Families with low incomes often move to rural areas due to the high cost of housing in urban areas. Many individuals are then unable to access employment, conduct personal business or engage in social activities due to a lack of transportation.
<i>Solution</i>	Facilitate up to three Community Mobilization Transportation pilots, which implement local community solutions to special needs transportation gaps. A wide variety of approaches may be taken in pilot communities to address local needs, including coordination with volunteer driver programs, van donor programs, school district transportation, use of space available on existing transportation services, and local awareness and education efforts.

4.0 Services

The functional area of “Services” outlines deliverables that directly result in more and/or improved transportation services.

■ Deliverable 4.1 Expanded Volunteer Drivers Program

<i>Problem</i>	Transportation options are needed for individuals in the rural and unserved areas of Snohomish County. Volunteer driver programs exist in the area, but there is a lack of funding for mileage reimbursement for volunteer drivers to use their own cars, and are limited by not having vehicles that can transport more than one person. It is often difficult to find drivers who are willing to transport and in most cases wait for that person, as well as difficult to coordinate more than one person riding in a volunteer vehicle.
<i>Solution</i>	Expand and promote the existing volunteer drivers programs, (e.g. Catholic Community Services) by providing incentives to attract more volunteer drivers. Explore other options, such as developing a FlexCar pool, coordinating with RideMatch, and utilizing available publicly purchased vehicles.

■ Deliverable 4.2 Rural Broker

<i>Problem</i>	Individuals with special transportation needs living in rural areas are more likely to have fewer transportation options and unlikely to be able to meet all of their transportation needs. Those individuals who qualify for Medicaid Transportation can access transportation for covered Medicaid services only. People who are eligible for the Transportation Association Program (TAP) can receive limited services. Other transportation needs such as shopping, recreation, work-related, food bank visits, school visits, etc. are often not met.
<i>Solution</i>	Enable the Medicaid Call Center Brokerage and TAP programs to serve as coordinated brokers for special needs transportation services in identified rural area(s).

■ **Deliverable 4.3 Coordinated Express Service**

<i>Problem</i>	Some paratransit trips can be excessively long and fatiguing, especially for frail and vulnerable passengers.
<i>Solution</i>	Explore ways in which longer special needs trips could be shortened and provide recommendations for a special needs express service using both common and non-common special needs providers.

■ **Deliverable 4.4 Enhanced Van Donation Program**

<i>Problem</i>	Community Transit's "Van Go" program donates used vans to local community organizations. However, the program does not necessarily require coordination, nor provision of services for people with special needs.
<i>Solution</i>	Review and make recommendations toward the application and evaluation processes of Community Transit's van donation program. Two possibilities would be to tie the criteria in with the Community Mobilization projects and/or the Volunteers Drivers program in unserved and underserved areas.

ROLES AND RESPONSIBILITIES

Agencies and individuals will be assigned to carry out the tasks and activities necessary to accomplish the identified deliverables. While it is premature to assign individuals, the following responsibility assignment matrix proposes roles and responsibilities for key agencies or organizations.

Roles and responsibilities in the matrix are defined as:

Accountable	Responsible for completion of deliverable and reporting to SNOTRAC Executive Committee on progress. Assign project manager or lead staff to ensure deliverable is accomplished.
Approval required	Necessary to provide formal approval before a deliverable is finalized.
Input required	Necessary to allow sufficient time for input before finalizing deliverable.
Review required	Approval and input not necessary, but an opportunity to review and comment is available.
Technical Assistance	Provide professional and technical expertise in the development of a deliverable.

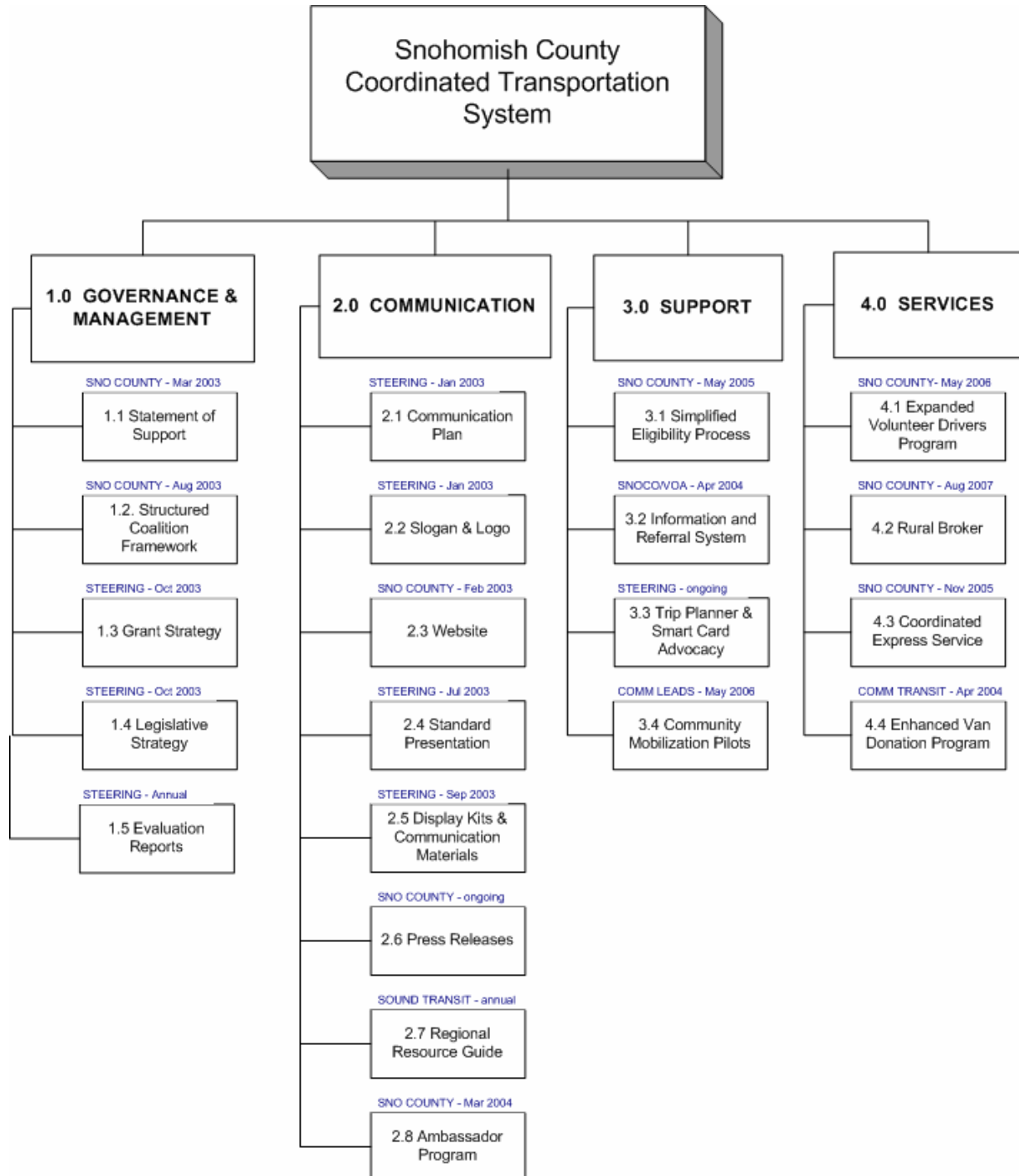
Proposed Responsibility Assignment Matrix

<i>Deliverable</i> \ <i>Agency</i>	<i>SNOTRAC Executive</i>	<i>SNOTRAC Steering</i>	<i>SNOTRAC Coalition</i>	<i>Snohomish County - Lead</i>	<i>Other Agency</i>
1.0 Governance & Management					
1.1 Statement of Support	Approval required	Technical Assistance	Review required	Accountable	-
1.2 Structured Coalition Framework	Approval required	Technical Assistance	Input required	Accountable	-
1.3 Grant Strategy	Approval required	Accountable	Technical Assistance	Approval required	-
1.4 Legislative Strategy	Approval required	Accountable	Review required	Approval required	-
1.5 Evaluations Report	Approval required	Accountable	Review required	Approval required	-
2.0 Communication					
2.1 Communication Plan	Approval required	Accountable	Input required	Approval required	-
2.2 Slogan & Logo	Review required	Accountable	Input required	Review required	-
2.3 Website	Review required	Technical Assistance	Input required	Accountable	-
2.4 Standardized Presentation	Review required	Accountable	Review required	Review required	-
2.5 Display Kits & Communication Materials	Review required	Accountable	Review required	Review required	-
2.6 Press Releases	Review required	Technical Assistance	-	Accountable	-
2.7 Resource Guide	Review required	Technical Assistance	Technical Assistance	Review required	Accountable Sound Transit
2.8 Ambassador Program	Input required	Technical Assistance	Technical Assistance	Accountable	-

<i>Deliverable</i>	<i>Agency</i>	<i>SNOTRAC Executive</i>	<i>SNOTRAC Steering</i>	<i>SNOTRAC Coalition</i>	<i>Snohomish County - Lead</i>	<i>Other Agency</i>
3.0 Support						
3.1 Simplified Eligibility Process		Approval required	Technical Assistance	Technical Assistance	Accountable	-
3.2 Information & Referral System		Approval required	Technical Assistance	Technical Assistance	Technical Assistance	Accountable Stillaguamish Tribe/Volunteers of America
3.3. Trip Planner & Smart Card Advocacy		Input required	Accountable	Technical Assistance	-	-
3.4 Community Mobilization Pilots		Approval required	Technical Assistance	Technical Assistance	Technical Assistance	Accountable Communities to select lead
4.0 Services						
4.1 Expanded Volunteer Drivers Program		Input required	Technical Assistance	Technical Assistance	Accountable	-
4.2 Rural Broker		Input required	Technical Assistance	Technical Assistance	Accountable	In partnership with Senior Services
4.3 Coordinated Express Service		Approval required	Technical Assistance	Technical Assistance	Accountable	-
4.4 Enhanced Van Donation Program		Input required	Technical Assistance	Technical Assistance	Input required	Accountable Community Transit

WORK BREAKDOWN STRUCTURE

The deliverables, lead agency, and completion dates are provided in the following work breakdown structure. Tasks associated with each deliverable are provided in the work plan under Appendix A.



Chapter 3: Schedule

The schedule for implementation of the SNOTRAC coordinated transportation system is five years, from July 2003 through June 2008. Provided in this document is a deliverable timeline, milestone timeline, and a workplan.

These are estimated schedules. SNOTRAC members developed it by first drafting a high level workplan (see Appendix A), which estimates duration, start and finish dates of identified tasks and milestones for each deliverable. At this point in planning, these are “best guess” estimates. For this reason, the schedule and workplan should be viewed as dynamic tools for SNOTRAC to refine as the various projects unfold and more information is available.

In other words, the schedule will most likely change over the 5-year period. Adherence to the estimated schedule and workplan should *not* be viewed as an indicator of success. For appropriate performance indicators, refer to Chapter 6, the Evaluation Plan.

DELIVERABLE TIMELINE

The deliverable timeline illustrates the dates in which each deliverable will begin and be completed. This includes the planning and evaluation of each project deliverable.

		2003				2004				2005				2006				2007				2008		
		1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr	
1	GOVERNANCE & MANAGEMENT																							
1.1	Statement of Support	█																						
1.2	Structured Coalition Framework		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
1.3	Grant Strategy		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
1.4	Legislative Strategy			█	█																			
1.5.	Evaluation Reports		█	█	█			█	█			█	█			█	█			█	█			
2	COMMUNICATIONS																							
2.1	Communication Plan	█																						
2.2	Slogan and Logo	█																						
2.3	Website	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
2.4	Standard Presentation		█	█	█																			
2.5	Display Kits & Communication Materials			█	█																			
2.6	Press Release	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
2.7	Regional Resource Guide				█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
2.8	Ambassador Program			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
3	SUPPORT																							
3.1	Simplified Eligibility Process																							
3.2	Information & Referral System																							
3.3	Trip Planner & Smart Card Advocacy																							
3.4	Community Mobilization Pilots																							
4	SERVICES																							
4.1	Expanded Volunteer Drivers Program																							
4.2	Rural Broker																							
4.3	Coordinated Express Service																							
4.4	Enhanced Van Donation Program																							

Functional Area Summary Timeline
 Deliverable Projects Timeline
 Deliverable Projects Complete - Ongoing operations

MILESTONE TIMELINE

The milestone timelines illustrates key decision points over the scheduled time period.

2003

Executive sponsors approve grant strategy	July
Executive sponsors approve coalition framework	August
Executive sponsors approve legislative strategy	September
Ambassadors trained and assigned	November
Information and Referral System operational	December
Evaluation report approved	December

2004

Enhanced Van Donation Program recommendations presented to Community Transit	March
Regional Resource Guide updated	June
Streamlined Eligibility proposal presented to Executive Sponsors for review/approval	July
Community Mobilization Project communities selected	July
Evaluation report approved	December

2005

Coordinated Express Services proposal presented to Executive Sponsors for review/approval	Mar
Streamlined Eligibility proposal operational (assuming approval)	Mar
Regional Resource Guide updated	June
Coordinated Express operational (assuming approval)	July
Evaluation report approved	December

2006

Volunteer Drivers Program expanded	May
Regional Resource Guide updated	June
Evaluation report approved	December

2007

Rural Broker Services operational	March
Regional Resource Guide updated	June
Evaluation report approved	December

2008

Regional Resource Guide updated	June
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While coordinated transportation will achieve efficiencies in the long run, funding is necessary to build an infrastructure and the support services for a coordinated transportation system. To develop the project deliverables will take resources – staff, money, equipment and materials.

During this time of fiscal constraints, competition for funding is fierce. SNOTRAC will need to be innovative in funding strategies and make a compelling case for need. If funding is not secured, the scope of the project will need to be greatly reduced to what can be accomplished through informal coordination.

RESOURCE NEEDS

In addition to the continued, in-kind contributions of the SNOTRAC executive committee and steering committee, the extent of the SNOTRAC implementation scope of work requires additional resources. They include:

Staffing

- Coordinated Special Needs Transportation Program Coordinator
- Clerical Support
- Contracted services (printing, consultants, vendors, programs)

Equipment and Materials

- Computer, telephone, fax, software, and other office supplies
- Paper, postage, and other mailing materials

Facilities

- Office space

In-Kind

- SNOTRAC Committees
- Sound Transit
- Call Center Brokerage
- Volunteers

REVENUE OPTIONS

SNOTRAC will pursue federal, state, local, and tribal funding, in addition to private foundation support. Funding options include:

Federal support

Job Access and Reverse Commute grant

Other

State support

Agency Council on Coordinated Transportation

Rural Mobility

Other

Regional, local and tribal support

Request appropriations from the county, cities, school districts, transit agencies, and tribes

Other

Foundations and other innovative strategies

Foundations to be identified in grant strategy

Dedicated slot machine at tribal casino

Volunteer donation check boxes on transit fare passes

Fares for services to general public

Other

BUDGET

The estimated budget to implement the SNOTRAC 5-year Strategic Plan amounts to \$961,000. Cost of living increases are estimated at 3 percent per year. In-kind support, which is substantial and vital to the project success, is not reflected in this budget.

Other than the funding source for the Regional Resource Guide from Sound Transit, the funding sources in this budget are not yet dedicated. This budget assumes a percentage of the estimated costs would be funded by the following sources:

Funding Source	% of Costs
Federal funds	20%
State funds.....	50%
Local/ Tribal/Regional Funds.....	20%
Private Foundation Funds	10%

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total Project
	6 months					6 months	
	Jul 03 - Dec 03	Jan 04- Dec 04	Jan 05 - Dec 05	Jan 06 - Dec 06	Jan 07- Dec 07	Jan 08-Jun 08	Jul 03-Jun 08
Project Budget Estimate							
Salaries and Benefits							
Staff #1 - Coordinated Special Needs Transportation Project Coordinator	\$ 30,000	\$ 60,000	\$ 61,800	\$ 63,700	\$ 65,600	\$ 33,800	\$ 314,900
Staff #2 - Clerical Support	\$ 20,000	\$ 40,000	\$ 41,200	\$ 42,400	\$ 43,700	\$ 22,500	\$ 209,800
Subtotal Salaries and Benefits Costs	\$ 50,000	\$ 100,000	\$ 103,000	\$ 106,100	\$ 109,300	\$ 56,300	\$ 524,700
Contracted Services							
Del #1.2 - Facilitation	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000
Del #1.3 - Grant writing	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 30,000
Del #2.7 - Resource guide webpage development & printing costs	\$ -	\$ 12,500	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 32,500
Del #2.8 - Facilitation and technical assistance	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000
Del #3.2 - Contract with Volunteers of America	\$ 17,000	\$ 28,000	\$ 28,800	\$ 29,700	\$ 30,600	\$ 15,800	\$ 149,900
Del #3.2 - Database vendor	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
Del #4.2 Contract with Snohomish County Brokerage	\$ -	\$ -	\$ -	\$ 2,000	\$ 7,500	\$ 38,700	\$ 48,200
Subtotal Contracted Services	\$ 30,000	\$ 50,500	\$ 38,800	\$ 41,700	\$ 48,100	\$ 64,500	\$ 273,600
Equipment and Material Costs							
Office Equipment	\$ 5,000	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 7,500
Paper, Postage and Delivery	\$ 1,000	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 1,000	\$ 12,000
Software	\$ -	\$ -	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,000
Subtotal Equipment and Material Costs	\$ 6,000	\$ 3,000	\$ 3,000	\$ 4,000	\$ 3,000	\$ 1,500	\$ 20,500
Other Costs							
Focus groups	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ 30,000
Incentives - Volunteer Drivers	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 10,000	\$ 70,000
Office Space	\$ 3,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 3,000	\$ 30,000
Refreshments	\$ 500	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 500	\$ 5,000
Travel	\$ -	\$ 600	\$ 600	\$ 600	\$ 600	\$ 300	\$ 2,700
Interpretive Services	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 500	\$ 4,500
Subtotal Other Costs	\$ 18,500	\$ 8,600	\$ 28,600	\$ 28,600	\$ 28,600	\$ 29,300	\$ 142,200
Total Estimated Costs	\$ 104,500	\$ 162,100	\$ 173,400	\$ 180,400	\$ 189,000	\$ 151,600	\$ 961,000
Funding Sources							
Federal Funds	\$ 20,900	\$ 32,420	\$ 34,680	\$ 36,080	\$ 37,800	\$ 30,320	\$ 192,200
State Funds	\$ 52,250	\$ 81,050	\$ 86,700	\$ 90,200	\$ 94,500	\$ 75,800	\$ 480,500
Local Funds	\$ 20,900	\$ 19,920	\$ 29,680	\$ 31,080	\$ 32,800	\$ 25,320	\$ 159,700
Sound Transit - Resource Guide	\$ -	\$ 12,500	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 32,500
Private Foundations	\$ 10,450	\$ 16,210	\$ 17,340	\$ 18,040	\$ 18,900	\$ 15,160	\$ 96,100
Total Estimated Funding Sources	\$ 104,500	\$ 162,100	\$ 173,400	\$ 180,400	\$ 189,000	\$ 151,600	\$ 961,000
Assumptions							
cost of living increases of 3%							
in-kind support for committee work							

Chapter 5: Risk Analysis and Management

Every project is cursed or blessed by risks – those foreseen and unforeseen factors that change the plan. This chapter attempts to identify known risks to accomplishing project deliverables, and establish mechanisms to avoid or mitigate those risks. In some instances, the risks may have to be accepted.

Scarce funds

Money is tight everywhere. This project may be viewed as yet another special interest group vying for a piece of a shrinking pie. Without funds, informal transportation coordination can still exist. However with funds, more people with special transportation needs can be served more quickly and efficiently. SNOTRAC will aggressively pursue all traditional and innovative funding opportunities.

Lose matching funds

A secondary risk to not receiving funds is to actually receive funds and then have them taken away. Grants funding is a good example. If service is provided on a grant or other temporary funding source, a popular service may have to be discontinued due to lack of dedicated funding. Passengers will be highly critical of losing a service to which they may feel entitled. To the extent possible, SNOTRAC will fund one-time expenses with temporary funds, and attempt to locate more stable funding for on-going services.

Raised expectations

SNOTRAC runs the risk of disappointing many residents with unrealistically raised expectations that all of their transportation problems will be solved. This is a risk that SNOTRAC is willing to confront and address through frank conversations at public meetings. SNOTRAC will communicate that coordination is an effort to meet more of the transportation needs in the community, but, as always, funding, legal, statutory, restrictions, and other constraints can limit what can be accomplished and by when.

Competing priorities

Intergovernmental coordination, of any kind, is complex and difficult. A major risk is when issues of ownership and mistrust appear between participating organizations. In addition, coordinated projects often take a backseat to the primary priorities of the

participating organization. SNOTRAC will attempt to build trust and partnership between the participating organizations, pursue win-win solutions, and connect the work of SNOTRAC to the strategic plans of the participating organizations.

Budget control

If not carefully managed, the SNOTRAC budget can reel out of control in an attempt to achieve more than the scope of work allows for. For this reason, the SNOTRAC implementation plan proposes a full time program coordinator to manage the coordinated transportation projects, including implementing budget control mechanisms.

Quality control

The SNOTRAC implementation plan is intended to maintain or improve service quality. However, unintended consequences often occur when implementing new or changing programs and services. In addition to the fulltime program coordinator, SNOTRAC will manage quality by ensuring each major deliverable is assigned to a project lead or manager, who will be responsible for quality management.

Low Usage

The SNOTRAC Inventory identified a great need for special needs transportation in the rural and underserved areas of Snohomish County. But what happens if the plan is implemented, and not very many people use the services or programs? By the nature of rural services, the usage will be much lower than in urban areas. However, to ensure as many as people possible are aware of their mobility options, SNOTRAC has an extensive communication plan and approach. In addition, the development and implementation of marketing plans are incorporated into the workplan for each of the major deliverables.

Volunteers

Many of the deliverables in the SNOTRAC implementation plan rely on the goodwill of volunteers and in-kind contributions. Risks specific to relying on voluntary labor include training, availability, reliability, and constraint issues. These issues can affect the schedule and quality of the project deliverables. SNOTRAC is attempting to manage this risk for some deliverables by providing modest incentives for volunteers.

New Opportunities

As new, unforeseen opportunities arise to coordinate and/or partner with other transportation services, changes to the SNOTRAC plan may be necessary and desired. These opportunities may change the scope and schedule of planned deliverables. SNOTRAC will leverage opportunities to coordinate wherever possible, and will ensure that changes to the plan's scope, schedule or budget are approved by executive sponsors.

Chapter 6: Evaluation Plan

The Evaluation Plan is a tool for assessing the effectiveness of SNOTRAC's implementation strategies. This chapter provides an outline of the expected outputs (targets) that will be accomplished and the outcomes (results) of achieving those targets. Performance indicators are identified for each target. The primary methods in which indicators will be measured include focus groups, trip data, case managers, and agency and vendor records.

Refer to the Logic Model illustrated under Appendix B for a graphic view of SNOTRAC's planned inputs, activities, outputs, and outcomes.

OUTPUTS

Based on available funding, SNOTRAC will pursue reaching the following targets:

Governance & Management

- SNOTRAC plan adopted
- Statement of Support signed by major stakeholders
- 4 coalition meetings per year
- 10 funding proposals submitted annually
- Legislative agenda developed annually
- Up to 4 focus groups conducted in 2003; and 4 in 2007
- Evaluation report provided annually

Communications

- 8 display kits made available
- 2000 web hits per year on SNOTRAC site
- 4 press releases per year
- 3000 Regional Transportation Guides distributed in Snohomish County and/or website visits
- 20 Ambassadors recruited and trained
- 2000 copies of brochure, fact sheet and other materials distributed

Support

Streamlined eligibility application process recommendations

2,000 callers provided transportation information, referrals, and materials

Regional recommendations provided for Trip Planner/Smart Card

Community transportation plans implemented in 3 communities

Services

30 volunteer drivers recruited

500 non-Medicaid trips per year arranged by rural broker

Recommendations for coordinated express service

Recommendations for enhanced van donation program

OUTCOMES

In the event SNOTRAC is able to accomplish its targets, the following outcomes are expected to result. Some outcomes apply in all four functional areas. The ultimate outcome will be achievement of SNOTRAC's vision: Transportation programs will realize greater efficiencies and more rides will be available to people with special transportation needs.

Governance & Management

- The public will have greater awareness of and engagement in coordinating special needs transportation
- SNOTRAC's income and stability will increase
- SNOTRAC will be in a financial position to better coordinate special needs transportation
- People with special transportation needs have increased access to mobility options
- People with special transportation needs have an enhanced quality of life

Communications

- Riders have a greater understanding of and appreciation for transportation systems
- Riders are more knowledgeable about their mobility options
- Riders are better able to correctly self-refer to appropriate transportation services
- People with special transportation needs have increased access to mobility options
- People with special transportation needs have an enhanced quality of life

Support

- Transportation and social service programs actively participate in special transportation needs coordination efforts
- Transportation programs and processes are more integrated and streamlined
- Transportation systems are easier for riders to use
- People with special transportation needs have increased access to mobility options
- People with special transportation needs have an enhanced quality of life

Services

- Communities have the tools to address their own mobility issues
- Communities develop community-based solutions that address their specific mobility needs
- Underserved and unserved communities have more access to transportation programs
- People with special transportation needs have increased access to mobility options
- People with special transportation needs have an enhanced quality of life

PERFORMANCE INDICATORS AND METHODS

SNOTRAC will measure their ability to achieve expected outcomes by collecting and reporting information on the following indicators:

Outcomes	Measures	Evaluation Methods
SHORT & INTERMEDIATE		
The public will have greater awareness of and engagement in coordinating special needs transportation	SNOTRAC participation increases Increased # of people who report knowing about SNOTRAC	Meeting attendance records Case managers Focus Groups
SNOTRAC's income and stability will increase	SNOTRAC's 2003-08 plan is fully funded (financial & in-kind)	SNOTRAC revenue sources in budget
Riders have a greater understanding of and appreciation for transportation systems	% of people that report greater knowledge about how transportation systems work	Focus Groups Brief pre/post evaluations
Riders are more knowledgeable about their mobility options	Increased # of people reporting they are aware of the Regional Transportation Guide and other similar materials % of I&R callers that agree to an Action Statement to act upon the referral % of I&R callers that receive referrals to appropriate services % of I&R callers who receive applications or other materials # of contacts made by Ambassadors	Focus Groups Vendor records Agency records Brief pre/post evaluations Consumer satisfaction questionnaire/phone survey
Riders are better able to correctly self-refer to appropriate transportation services	Increased number of people reporting they use the guide Increased # of calls to transportation providers resulting in increased applications and/or trips	Focus Groups Vendor records Trip data Website visits

Outcomes	Measures	Evaluation Methods
SHORT & INTERMEDIATE		
Transportation and social service programs actively participate in special transportation needs coordination efforts	<p>Increased # of people participating in SNOTRAC meetings or activities</p> <p># of agencies that commit to researching and/or coordinating a simplified eligibility process</p> <p># of agencies that commit to researching/coordinating and/or providing express services</p>	<p>Agency reports</p> <p>Meeting attendance records</p> <p>Interagency proposals</p>
Transportation and social service programs and processes are more integrated and streamlined	<p># of SNOTRAC support deliverables accomplished</p> <p>% of riders reporting increased ease to use transportation services</p> <p># of community plans implemented</p> <p>% of I&R callers that receive referrals to appropriate services</p> <p># of I&R callers who receive applications or other materials</p>	<p>Agency records/reports</p> <p>Focus Groups</p> <p>Community Plans</p>
Communities have the tools to address their own mobility issues	<p># of SNOTRAC support deliverables accomplished</p> <p># of responses received from community mobility pilot RFI</p> <p># of community groups agreeing to serve as lead agencies for community pilots</p>	<p>Lead agency reports</p> <p>Community plans</p> <p>Focus Groups</p>
Communities develop community-based solutions that address their specific mobility needs	<p># of community plans developed</p> <p># of community plans implemented</p> <p>Increased # of volunteer drivers</p>	<p>Lead agency reports</p> <p>Community plans</p>
Underserved and unserved communities have more access to transportation programs	<p># of riders receiving transportation who otherwise would not</p> <p># of trips provided to people with special transportation needs who otherwise have no/limited transportation</p>	<p>Focus Groups</p> <p>Trip data</p> <p>Consumer satisfaction questionnaire/phone survey</p>

Outcomes	Measures	Evaluation Methods
LONG TERM		
SNOTRAC will be in a financial position to better coordinate special needs transportation	5-year plan is updated in 2008 Updated plan is fully funded (financial and in-kind)	SNOTRAC revenue sources in budget
Transportation systems are easier for riders to use	% of rider who use transportation services more often for a variety of purposes % of riders reporting increased ease to use transportation services Increased # of calls to I&R system with questions about transportation options	Agency reports Trip data Focus Groups Consumer satisfaction questionnaire/phone survey
People with special transportation needs have increased access to mobility options	% of riders reporting they received services/assistance from referred providers % of riders reporting the coordinated transportation system helped them get to their desired destination # of riders receiving transportation who otherwise would not # of trips provided to people with special transportation needs who otherwise have no/limited transportation	Focus Groups Vendor reports Trip data
People with special transportation needs have an enhanced quality of life	% of riders reporting a positive impact in their life as a result of increased mobility % of riders reporting increased access to employment and other community services and activities % of riders that feel better able to cope with daily routines	Focus Groups Vendor reports Employment and income data

Appendix A: Work Plan

This is a high-level work plan which estimates duration, start and finish dates of identified tasks and milestones for each SNOTRAC deliverable. At this point in planning, these are “best guess” estimates. For this reason, the schedule and workplan should be viewed as dynamic tools for SNOTRAC to refine as the various projects unfold and more information is available.

Project Start Date: Wed 1/1/03
 Project Finish Date: Thu 6/30/08

Work Plan Key:

- WBS = Work Breakdown Structure code
- Duration = Amount of estimated time of work for each subtask*
- Start Date = Estimated date project will start (including lag time after previous task)
- Finish Date = Estimated finish date (assuming no lag time or slack)

*Duration for highest two levels of work breakdown structure (1.0, 1.1., 1.2, etc.) is the sum of estimated work time and non-work lag time. Tasks with a duration of zero are milestones.

WBS	Tasks	Duration	Estimated Start Date	Estimated Finish Date	Actual Completion Date
1	GOVERNANCE & MANAGEMENT	1337.5 days	Wed 1/1/03	Fri 2/15/08	
1.1	Statement of Support - Complete	0 days	Wed 1/1/03	Wed 1/1/03	
1.2	Structured Coalition Framework	73.25 days	Wed 6/18/03	Mon 9/29/03	
1.2.1	Assign project lead/manager	8 hrs	Wed 6/18/03	Wed 6/18/03	
1.2.2	Research organizational options	8 hrs	Thu 6/26/03	Thu 6/26/03	
1.2.3	Analyze benefit and costs to options	8 hrs	Fri 7/4/03	Fri 7/4/03	
1.2.4	Recommend a structure of how decisions and input will be provided	8 hrs	Mon 7/14/03	Mon 7/14/03	
1.2.5	Revise Responsibility Assignment Matrix	4 hrs	Tue 7/15/03	Tue 7/15/03	
1.2.6	Executive sponsors/Sno Co approve framework	0 hrs	Tue 8/5/03	Tue 8/5/03	
1.2.7	Implement framework	150 hrs	Tue 9/2/03	Mon 9/29/03	
1.3	Grant Strategy	28.63 days	Wed 6/18/03	Mon 7/28/03	
1.3.1	Assign project lead/manager	8 hrs	Wed 6/18/03	Wed 6/18/03	
1.3.2	Establish project team	20 hrs	Thu 6/26/03	Mon 6/30/03	
1.3.3	Identify immediate, short term, and long term funding needs	8 hrs	Thu 6/26/03	Thu 6/26/03	
1.3.4	Research grant development options and funding sources	13 hrs	Thu 6/26/03	Fri 6/27/03	
1.3.5	Recommend strategies and timeline	8 hrs	Fri 6/27/03	Mon 6/30/03	
1.3.6	Executive sponsors approve grant strategy	0 days	Mon 6/30/03	Mon 6/30/03	

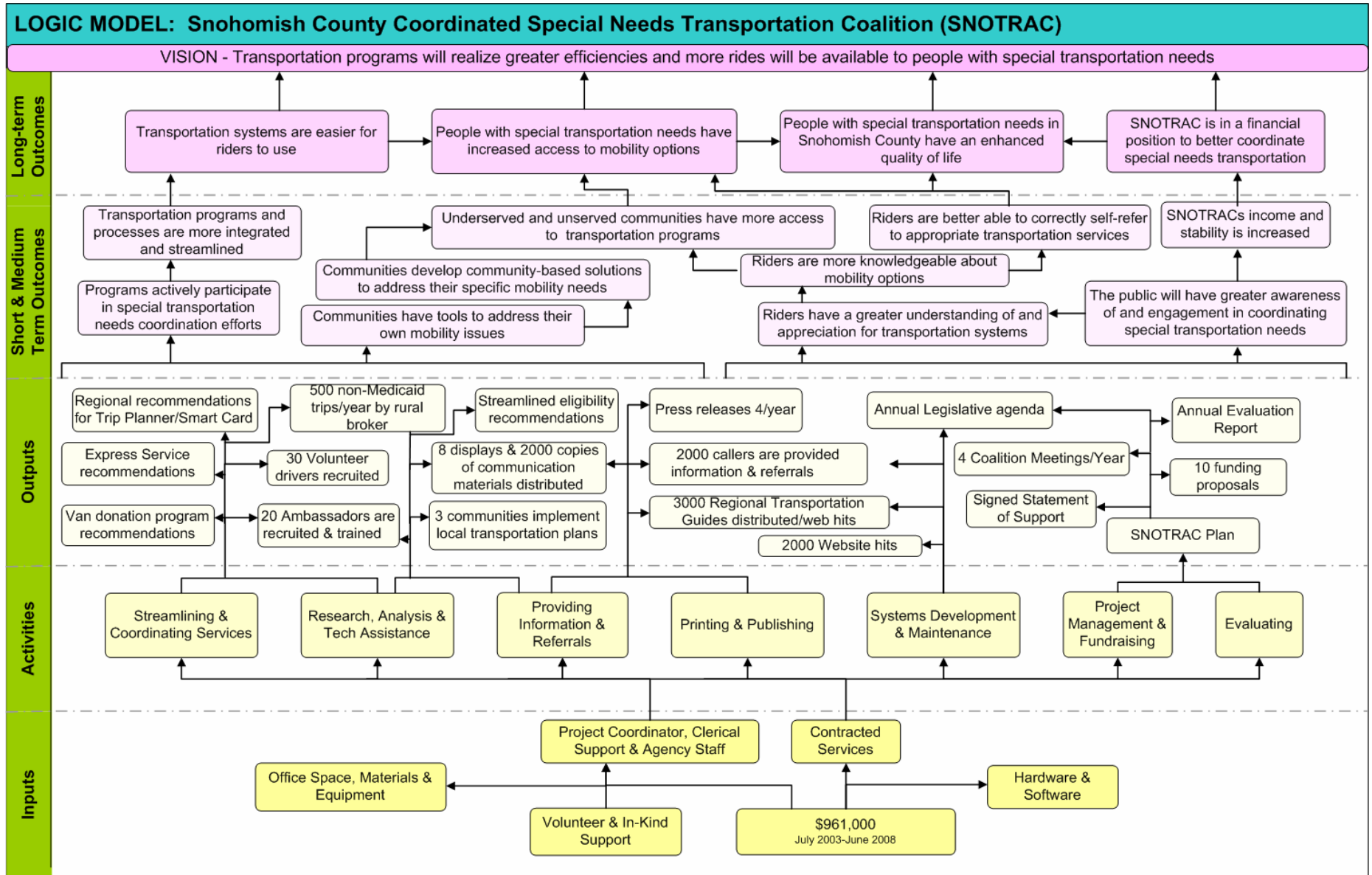
1.3.7	Agencies provide letters of support	80 hrs	Mon 7/14/03	Mon 7/28/03	
1.3.8	Implement grant strategy	80 hrs	Mon 7/14/03	Mon 7/28/03	
1.4	Legislative Strategy	63.5 days	Wed 7/16/03	Mon 10/13/03	
1.4.1	Assign project lead/manager	8 hrs	Wed 7/16/03	Wed 7/16/03	
1.4.2	Establish project team	20 hrs	Thu 7/24/03	Mon 7/28/03	
1.4.3	Enlist technical assistance from others	20 hrs	Thu 7/24/03	Mon 7/28/03	
1.4.4	Develop legislative strategy proposal, including tracking mechanism	40 hrs	Mon 8/11/03	Mon 8/18/03	
1.4.5	Executive sponsors approve legislative strategy	0 days	Mon 9/1/03	Mon 9/1/03	
1.4.6	Implement legislative strategy	80 hrs	Mon 9/29/03	Mon 10/13/03	
1.5	Evaluation Reports	1197.5 days	Wed 7/16/03	Fri 2/15/08	
1.5.1	Develop evaluation plan	20 hrs	Wed 7/16/03	Fri 7/18/03	
1.5.2	Executive sponsors approve evaluation plan	0 days	Fri 8/29/03	Fri 8/29/03	
1.5.3	Identify data sources	40 hrs	Fri 9/26/03	Fri 10/3/03	
1.5.4	Develop evaluation tools	80 hrs	Fri 10/31/03	Fri 11/14/03	
1.5.5	Implement tracking and evaluation tools	80 hrs	Fri 11/14/03	Fri 11/28/03	
1.5.6	Collect and analyze data	1080 days	Fri 11/28/03	Fri 1/18/08	
1.5.6.1	2003	2 mons	Fri 11/28/03	Fri 1/23/04	
1.5.6.2	2004	2 mons	Fri 11/26/04	Fri 1/21/05	
1.5.6.3	2005	2 mons	Fri 11/25/05	Fri 1/20/06	
1.5.6.4	2006	2 mons	Fri 11/24/06	Fri 1/19/07	
1.5.6.5	2007	2 mons	Fri 11/23/07	Fri 1/18/08	
1.5.7	Prepare Evaluation report	1060 days	Fri 1/23/04	Fri 2/15/08	
1.5.7.1	2003	1 mon	Fri 1/23/04	Fri 2/20/04	
1.5.7.2	2004	1 mon	Fri 1/21/05	Fri 2/18/05	
1.5.7.3	2005	1 mon	Fri 1/20/06	Fri 2/17/06	
1.5.7.4	2006	1 mon	Fri 1/19/07	Fri 2/16/07	
1.5.7.5	2007	1 mon	Fri 1/18/08	Fri 2/15/08	
1.5.8	Executive sponsors approve Evaluation report	1040 days	Fri 2/20/04	Fri 2/15/08	
1.5.8.1	2003	0 days	Fri 2/20/04	Fri 2/20/04	
1.5.8.2	2004	0 days	Fri 2/18/05	Fri 2/18/05	
1.5.8.3	2005	0 days	Fri 2/17/06	Fri 2/17/06	
1.5.8.4	2006	0 days	Fri 2/16/07	Fri 2/16/07	
1.5.8.5	2007	0 days	Fri 2/15/08	Fri 2/15/08	

2	COMMUNICATIONS	1421.5 days	Wed 1/1/03	Thu 6/12/08	
2.1	Communications Plan - Complete	0 days	Wed 1/1/03	Wed 1/1/03	
2.2	Slogan & Logo - Complete	0 days	Wed 1/1/03	Wed 1/1/03	
2.3	Website	1413.5 days	Wed 1/1/03	Mon 6/2/08	
2.3.2	Monthly website update	1413.5 days	Wed 1/1/03	Mon 6/2/08	
2.4	Standardized Presentation	17 days	Wed 6/18/03	Thu 7/10/03	
2.4.1	Identify content	8 hrs	Wed 6/18/03	Wed 6/18/03	
2.4.2	Draft presentation	4 hrs	Thu 6/19/03	Thu 6/19/03	
2.4.3	Train presenters	4 hrs	Thu 7/3/03	Thu 7/3/03	
2.4.4	Identify presenting opportunities	4 hrs	Thu 7/3/03	Thu 7/3/03	
2.4.5	Presenters trained and assigned	0 days	Thu 7/10/03	Thu 7/10/03	
2.5	Display Kits/Communication Materials	44.5 days	Wed 7/16/03	Tue 9/16/03	
2.5.1	Determine content	8 hrs	Wed 7/16/03	Wed 7/16/03	
2.5.2	Develop materials	40 hrs	Thu 8/14/03	Wed 8/20/03	
2.5.3	Determine distribution methods/locations	8 hrs	Thu 8/14/03	Thu 8/14/03	
2.5.4	Print materials	20 hrs	Fri 9/12/03	Tue 9/16/03	
2.5.5	Materials are ready for distribution	0 days	Tue 9/16/03	Tue 9/16/03	
2.6	Press Release	1370 days	Wed 1/1/03	Tue 4/1/08	
2.6.1	Draft and distribute quarterly press releases, if necessary	1370 days	Wed 1/1/03	Tue 4/1/08	
2.7	Resource Guide	1203.5 days	Mon 11/3/03	Thu 6/12/08	
2.7.1	Assign project lead/manager	8 hrs	Mon 11/3/03	Mon 11/3/03	
2.7.2	Establish project team	20 hrs	Tue 11/4/03	Thu 11/6/03	
2.7.3	Prepare guide content for Sno Co	80 hrs	Thu 11/20/03	Thu 12/4/03	
2.7.4	Coordinate with ST to include Sno content	80 hrs	Thu 1/29/04	Thu 2/12/04	
2.7.5	Develop marketing plan w/ST	80 hrs	Thu 2/26/04	Thu 3/11/04	
2.7.6	Edit and review draft	80 hrs	Thu 5/6/04	Thu 5/20/04	
2.7.7	Print and distribute 2004 guide	80 hrs	Thu 5/20/04	Thu 6/3/04	
2.7.8	Update guide 2005	160 hrs	Thu 5/5/05	Thu 6/2/05	
2.7.9	Update guide 2006	160 hrs	Thu 5/18/06	Thu 6/15/06	
2.7.10	Update guide 2007	160 hrs	Thu 5/17/07	Thu 6/14/07	
2.7.11	Update guide 2008	160 hrs	Thu 5/15/08	Thu 6/12/08	
2.8	Ambassador Program	122.5 days	Fri 9/26/03	Tue 3/16/04	
2.8.1	Assign project lead/manager	8 hrs	Fri 9/26/03	Fri 9/26/03	
2.8.2	Establish project team	20 hrs	Mon 10/6/03	Wed 10/8/03	
2.8.3	Determine information to be disseminated	8 hrs	Wed 10/8/03	Thu 10/9/03	
2.8.4	Collect and prepare materials	40 hrs	Thu 10/23/03	Thu 10/30/03	
2.8.5	Develop schedule of presentations	4 hrs	Thu 10/30/03	Thu 10/30/03	
2.8.6	Recruit and train "Ambassadors"	20 hrs	Fri 11/7/03	Tue 11/11/03	
2.8.7	Ambassadors trained and assigned	0 days	Tue 11/11/03	Tue 11/11/03	
2.8.8	Evaluate/report to Executive Committee	80 hrs	Tue 3/2/04	Tue 3/16/04	

	SUPPORT	1262 days	Fri 8/1/03	Mon 6/2/08	
3.1	Simplified Eligibility Process	61 days	Mon 4/26/04	Mon 7/19/04	
3.1.1	Assign project lead/manager	8 hrs	Mon 4/26/04	Mon 4/26/04	
3.1.2	Establish project team	20 hrs	Tue 5/4/04	Thu 5/6/04	
3.1.3	Research current application processes	40 hrs	Thu 5/13/04	Thu 5/20/04	
3.1.4	Determine similarities/differences	20 hrs	Thu 6/3/04	Mon 6/7/04	
3.1.5	Research and analyze ways to simplify process	40 hrs	Tue 6/8/04	Mon 6/14/04	
3.1.6	Write report with recommendations	40 hrs	Tue 7/13/04	Mon 7/19/04	
3.1.7	Executive sponsors approve/refine recommendations (following tasks assume approval)	0 days	Mon 7/19/04	Mon 7/19/04	
3.1.8	Develop and distribute new applications	100 hrs	Tues 8/17/04	Thu 9/2/04	
3.1.9	Simplified Eligibility Process operational	0 days	Thu 3/3/05	Thu 3/3/05	
3.2	Information & Referral System	191 days	Fri 8/1/03	Fri 4/23/04	
3.2.1	Assign project lead/manager	8 hrs	Fri 8/1/03	Fri 8/1/03	
3.2.2	Establish project team	20 hrs	Mon 8/4/03	Wed 8/6/03	
3.2.3	Gather appropriate materials	20 hrs	Wed 8/20/03	Fri 8/22/03	
3.2.4	Research and resolve legal/privacy issues of combining databases	20 hrs	Wed 8/20/03	Fri 8/22/03	
3.2.5	Develop I&R manual	160 hrs	Mon 9/8/03	Fri 10/3/03	
3.2.6	Create combined database; update mechanism	160 hrs	Mon 9/22/03	Fri 10/17/03	
3.2.7	Develop hot-line	40 hrs	Mon 10/6/03	Fri 10/10/03	
3.2.8	Hire and train staff	80 hrs	Mon 10/27/03	Fri 11/7/03	
3.2.9	Develop & implement marketing plan	160 hrs	Mon 11/10/03	Fri 12/5/03	
3.2.10	System is operational	0 days	Fri 12/19/03	Fri 12/19/03	
3.2.11	Evaluate and report to Executive Committee	80 hrs	Mon 4/12/04	Fri 4/23/04	
3.3	Trip Planner & Smart Card Advocacy	1262 days	Fri 8/1/03	Mon 6/2/08	
3.3.1	Assign project lead/manager	8 hrs	Fri 8/1/03	Fri 8/1/03	
3.3.2	Participate in Trip Planning/Smart Card meetings	1261 days	Mon 8/4/03	Mon 6/2/08	
3.4	Community Mobilization Pilots	536 days	Mon 5/10/04	Mon 5/29/06	
3.4.1	Assign project lead/manager	8 hrs	Mon 5/10/04	Mon 5/10/04	
3.4.2	Establish project team	20 hrs	Tue 5/18/04	Thu 5/20/04	
3.4.3	Draft and issue RFI	20 hrs	Thu 5/27/04	Mon 5/31/04	
3.4.4	3 Communities selected	0 hrs	Mon 7/12/04	Mon 7/12/04	
3.4.5	Provide technical assistance/communication links	20 mons	Tue 7/13/04	Mon 1/23/06	
3.4.6	Evaluate and report to Executive Committee	80 hrs	Tue 5/16/06	Mon 5/29/06	

4	SERVICES	1024 days	Mon 9/8/03	Thu 8/9/07	
4.1	Expanded Volunteer Drivers Program	123.5 days	Wed 11/9/05	Mon 5/1/06	
4.1.1	Assign project lead/manager	8 hrs	Wed 11/9/05	Wed 11/9/05	
4.1.2	Establish project team	20 hrs	Thu 11/24/05	Mon 11/28/05	
4.1.3	Market volunteer opportunities	80 hrs	Mon 12/12/05	Mon 12/26/05	
4.1.4	Train volunteers	80 hrs	Mon 1/23/06	Mon 2/6/06	
4.1.5	Volunteers Drivers program is expanded	0 days	Mon 5/1/06	Mon 5/1/06	
4.2	Rural Broker	213.5 days	Mon 10/16/06	Thu 8/9/07	
4.2.1	Assign project lead/manager	8 hrs	Mon 10/16/06	Tue 10/17/06	
4.2.2	Establish project team	20 hrs	Tue 10/31/06	Thu 11/2/06	
4.2.3	Define and prioritize needs in target areas	80 hrs	Fri 11/17/06	Thu 11/30/06	
4.2.4	Inventory community resources in target area	80 hrs	Fri 12/15/06	Thu 12/28/06	
4.2.5	Develop call center/scheduling system with Medicaid broker	160 hrs	Fri 1/12/07	Thu 2/8/07	
4.2.6	Test rural broker services	80 hrs	Fri 2/23/07	Thu 3/8/07	
4.2.7	Rural Broker Services launched	0 hrs	Thu 3/8/07	Thu 3/8/07	
4.2.9	Develop/implement marketing plan	160 hrs	Fri 3/9/07	Thu 4/5/07	
4.2.8	Evaluate and report to Executive Committee	80 hrs	Fri 7/27/07	Thu 8/9/07	
4.3	Coordinated Express Service	253.5 days	Thu 11/18/04	Tue 11/8/05	
4.3.1	Assign project lead/manager	8 hrs	Thu 11/18/04	Fri 11/19/04	
4.3.2	Establish project team	20 hrs	Fri 12/3/04	Tue 12/7/04	
4.3.3	Determine if need exists	40 hrs	Wed 12/22/04	Tue 12/28/04	
4.3.4	Research options	40 hrs	Wed 1/12/05	Tue 1/18/05	
4.3.5	Develop Express Service project plan and recommendations	80 hrs	Wed 2/16/05	Tue 3/1/05	
4.3.6	Executive Committee approves plan (following tasks assume approval)	0 days	Tue 3/1/05	Tue 3/1/05	
4.3.7	Develop partnerships and contracts	160 hrs	Wed 3/30/05	Tue 4/26/05	
4.3.8	Develop/implement marketing plan	80 hrs	Wed 5/25/05	Tue 6/7/05	
4.3.9	Coordinated Express Service is operational	0 hrs	Tue 7/5/05	Tue 7/5/05	
4.3.10	Report to Executive Committee	80 hrs	Wed 10/26/05	Tue 11/8/05	
4.4	Enhanced Van Donation Program	133.5 days	Mon 9/8/03	Thu 3/11/04	
4.4.1	Assign project lead/manager	8 hrs	Mon 9/8/03	Mon 9/8/03	
4.4.2	Establish project team	20 hrs	Tue 9/23/03	Thu 9/25/03	
4.4.3	Develop criteria	80 hrs	Thu 11/20/03	Thu 12/4/03	
4.4.4	Prepare recommendations	80 hrs	Thu 1/29/04	Thu 2/12/04	
4.4.5	Present recommendations to Community Transit for approval	0 hrs	Thu 3/11/04	Thu 3/11/04	

Appendix B: Logic Model





Snohomish County Special Needs Transportation Coalition

COMMUNICATION PLAN

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Phone Number: (425) 388-7207

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Key Messages

The key messages are the principle values and information the Snohomish County Special Needs Transportation Coalition wants to convey about their vision, mission and activities.

1. Coalition Vision and Goals

The Snohomish County Special Needs Transportation Coalition will strive to create and implement a coordinated, county wide, special needs transportation system that:

- Serves all people with special transportation needs;
- Explores the efficient uses all local transportation resources; including non-traditional ones;
- Fosters partnerships between transportation and social service providers through ongoing communication and forums for problem solving; and
- Is user-friendly, safe, and easy to access.

2. Who Are People With Special Needs?

People with special transportation needs are defined in RCW47.06B Section 2 as: “Those people, including their attendants, who because of physical or mental disability, income status, or age, are unable to transport themselves or purchase transportation.” In our county about 110,048 or 18.8% of the total population is likely to have some type of disability. Of that number about 53,316 (9.1%) have a severe disability. As the baby boom generation begins to retire after 2010 those numbers can be expected to rise sharply.

3. Finding Transportation Can Be Very Difficult

Currently, Snohomish County has over 600 square miles outside of the public transit service area. Curb to curb services (paratransit) is provided by the transit systems to eligible individuals within a ¾ mile corridor on either side of the local fixed routes, as required by the Federal Americans with Disabilities Act (ADA). The transit systems do not have the funding capacity to serve beyond this required service area and corridor. Consequently, people who fall outside of the transit service area and corridor, and who are unable to transport themselves, find themselves with little to no mobility options.

4. Coordination = More Mobility

There are many barriers to accessing transportation – cost, application processes, wait lists, wait times, eligibility, awareness of transportation options available, who to call, etc. Coordinating and partnering between entities that are already providing public, community, private, or non-profit transportation can make the difference between people being isolated or having access to transportation. Transportation is for Everybody! Coordinating transportation resources benefits ALL Snohomish County residents.

5. Challenges Exist, Opportunities Abound

The Snohomish County Special Transportation Needs Coalition faces many challenges in coordinating special needs transportation, including funding constraints, legal constraints, trust and perception issues, employment concerns, liability and insurance issues, and administrative challenges. While these are serious issues, opportunities exist to collectively resolve and overcome these challenges.

Target Audiences

The target audience is the people, agencies, and institutions that the Coalition wants to communicate with.

Internal Audience

Snohomish County Special Needs Transportation Coalition

Steering Committee

Executive Body

Community Partners

Public agencies and boards

Children's Commission

Community Services Advisory Committee

Council for Integrated Children's Programs

Council on Aging

ECEAP Policy Council

-Head Start

Labor Unions

Local School Districts

Local and state elected public officials

Navy

Public Health and Safety Network

Public Transit Agencies

Regional Department of Social and Health Services

Offices

-Division of Vocational Rehabilitation

-Division of Developmental Disabilities

-Division of Children and Family Services

-Division of Medical Assistance Admin

Regional Service Network Council

Snohomish County Council and Executive

Snohomish County Human Services

Snohomish Public Health District

Tribal Councils

Veteran's Assistance Fund Board

Private agencies

Boarding homes

Business Associations

-Chambers

-Rotary

-Lions Club, etc.

Hospitals and Special Medical Centers

Nursing Homes

Physical Therapists

Private transportation companies

Transportation Association Program (TAP)

Community Organizations

Big Brothers and Sisters

Catholic Community Services

Community-based service organizations

Faith-based organizations

Human Services Council

Project Self Sufficiency

Red Cross

Senior Centers

YMCA/YWCA

General Public

People with special transportation needs

Home associations

Media

Everett Herald

Weekly community newspapers

Public Service Channels

The Third Age

Communication Objectives

Communication objectives are the primary purposes for implementing the communication plan.

- 1. Clearly Present What the Coalition is Doing**
- 2. Provide Broad Access to all Information Available**
- 3. Get the Community Interested, Excited and Participating**
- 4. Get Community Buy-In on Coordinated Transportation**

Approach

The communication approach is the tactical measures and specific vehicles used to consistently and effectively meet the communication objectives. Assigned responsibility includes: developing tasks and timelines, and identifying resources needed.

Objective #1: Clearly present what the Coalition is doing				
Approach	Method	Audience	Schedule	Responsibility
Slogan and Logo	Design slogan/logo that projects image, message, activities, and partners	All	Completed	Marci Mirisola
PowerPoint Presentation	Develop brief PP presentation and train Coalition members how to deliver the message	All	Jan '03, Feb '03, May '03	Marci & Faith
Presentations	Overheads & Handouts regarding activities	All	Oct '02, Feb '03, May '03	All Steering
Materials	Develop and distribute: -Fact Sheets -Summary Brochure -Coordinated Transportation Plan	All	Jan '03 Mar '03	Marci with Clerical

Objective #2: Provide broad access to all information available				
Approach	Method	Audience	Schedule	Responsibility
Website	Design and develop Coalition website Maintain Coalition website	All	Completed Feb '03 Ongoing	Patty Karvel
Press Releases	Draft and submit press releases at key milestones	Media	Completed Feb '03, and Ongoing	Marty Bishop <i>(continued)</i>

Objective #2: Provide broad access to all information available

Approach	Method	Audience	Schedule	Responsibility
Directories	<p>Develop a single, comprehensive Regional Transportation Resource Guide with Sound Transit's regional guide as a foundation</p> <p>-SNOTRAC website</p> <p>-Distribute transportation directories</p>	General public	<p>Jun '04 & annually</p> <p>Dec '03</p> <p>Jul '04 & annually</p>	Michael Miller lead, Steering Committee assisting
Library	Provide Coalition materials at library displays	General public	Tentative- April '03	Steering Committee
Transit Center Bulletin Boards	Post Coalition materials on Transit Center Bulletin Board and other centralized transit locations	General public	April '03	Steering Committee
Transportation Providers	Distribute Coalition materials to current riders of public and social transportation	General public	April '03	Steering Committee
<p>-Grocery Stores</p> <p>-Tribal Casino</p> <p>-School Boards/Parent Associations</p> <p>-Other Partner Organizations</p>	Distribute Coalition materials	General public	April '03	Steering Committee

Objective #3: Get the community interested, excited and participating

Approach	Method	Audience	Schedule	Responsibility
Outreach	General Resource Fairs	General public	Ongoing	Steering Committee
Ambassadors	Recruit and train transportation ambassadors who are knowledgeable about mobility options and willing to meet with community groups	General public	Jan '04	Gretchen lead, Steering Committee assisting

Objective #4: Get community buy-in on coordinated transportation

Approach	Method	Audience	Schedule	Responsibility
Statement of Endorsement or Support	Create a listing of endorsers and honor and celebrate their commitments	Local and regional executives	Completed Dec '02	Marty
Public Forums	Identify existing public opportunities through the county and solicit community feedback on development of the coordinated transportation plan	General Public	Feb '03, May '03	Steering Committee
Presentations at Community Groups	Contact interested community groups and get on their meeting agenda	General public	Feb '03, May '03	Steering Committee
Council Briefing	Provide final update to Snohomish County Council	Local elected leaders	By end of June '03	Casey and Marty

Timeline Overview

This is a high-level overview of deliverable communication products and the timing of their delivery.

October – December 2002

SNOTRAC Inventory presented ● Statement of Executive Sponsorship document signed

January – March 2003

SNOTRAC Inventory made available ● SNOTRAC Strategic Plan presented ● SNOTRAC website launched ● Press release distributed to media ● Slogan and logo completed ● Fact Sheet and Summary Brochure completed

April – June 2003

SNOTRAC Strategic Plan made available ● SNOTRAC Implementation and Evaluation Plan presented ● Press release distributed to media ● Fact Sheet and Summary Brochure distributed ● Final Coordinated Transportation plan presented to Snohomish County Council

July 2003 – June 2004

● Press release distributed to media ● Single, comprehensive transportation directory is available and printed in Sound Transit's guide ● Transportation Ambassadors program in place

Ongoing

- Coalition website maintenance
- Press releases at milestones
- Outreach to the public at general resource fairs