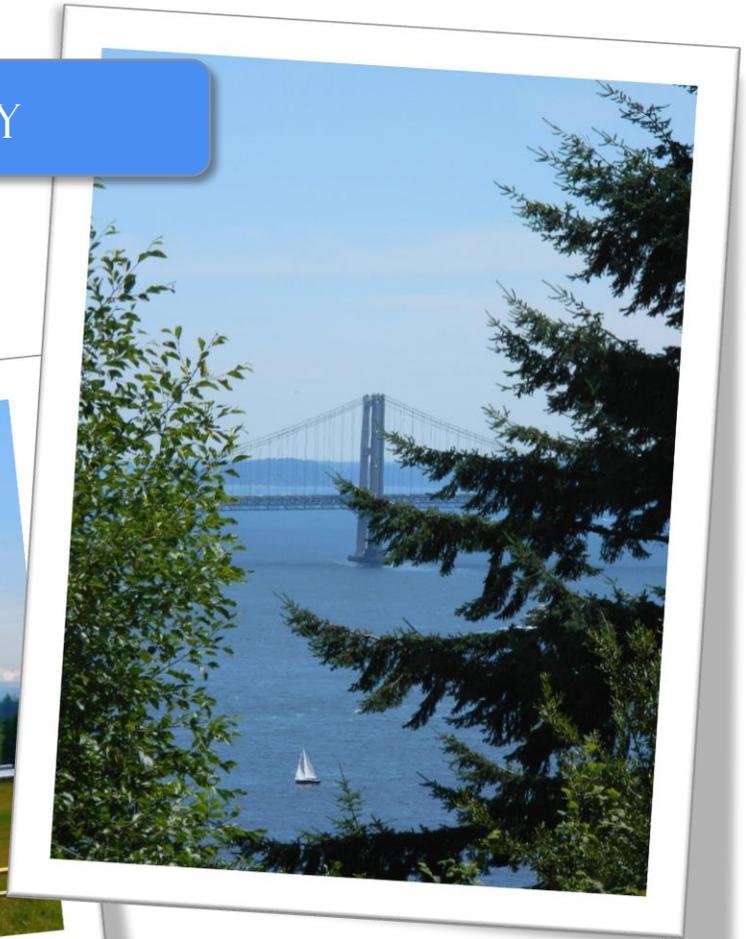


NEED A RIDE. GET A RIDE IN PIERCE COUNTY

Pierce County
Coordinated
Transportation
Coalition (PCCTC)

Vision 2030
and
Strategic Plan
2015-2020



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Contributors

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The PCCTC would also like to thank the King and Snohomish County Mobility Coalitions, Paratransit, PSRC, TACID, TransPro, WSDOT and others who shared their wisdom and knowledge of transportation with us

Thanks to the support of the consultants at The Athena Group.



Our Exciting Future

Thousands of people in Pierce County either temporarily or permanently are unable to transport themselves for a variety of reasons. They may be too young or too old to drive, they may have a mental or physical disability that inhibits their ability to get around, they may live outside of the public transit service area, or the cost of transportation is out of range. Whatever the reason, the Pierce County Coordinated Transportation Coalition (PCCTC) believes that access to education, employment, health, social, and cultural opportunities is critical for a healthy and sustainable economy in Pierce County. Transportation – the ability to get to and from any location – is our contribution to enhancing access.

Our Purpose

The purpose of the Pierce County Coordinated Transportation Coalition is to ensure that people with limited transportation options who live, learn, work, and socialize in and around Pierce County get a ride. That simple. Need a ride? Get a ride.

Our Mission

We achieve our purpose by developing and coordinating transportation services for people with limited transportation options.

Our Vision for 2030

In 15 years, a coordinated transportation system will be in place where people with limited transportation options are able to access transportation services regardless of their physical, cultural, economic, or geographic status.

Non-Negotiable Boundary Conditions

When the coalition needs to make decisions, develop strategies, or take actions about transportation services, they must:

- Be affordable
- Be available
- Be adaptable
- Be inclusive
- Be timely
- Be accessible
- Be comfortable
- Be safe
- Have flexible platforms
- Use public money wisely
- Focus on ride sharing to reduce our carbon footprint

Our Partners and Our Services

The PCCTC coalition members include anyone who is interested in actively participating in coalition activities, services, or projects. There are many ways to participate – from being a volunteer driver, to being active in the coalition strategic planning and administration, to writing grants, to participating on tasks teams that are working on specific projects.

Our current critical partners and the services they provide include:

Pierce Transit	Provides fixed-route bus service, SHUTTLE demand response service, and vanpool within the public transportation benefit area. Also is the project sponsor for the Adult Day Health Express, a partnership between Multicare Health Systems and Pierce Transit to provide coordinated transportation to program participants.
Pierce County Community Connections	Provides transportation connections for eligible riders in south and east Pierce County who live outside of the Pierce Transit service area. This service is called Beyond the Borders. This agency is also the fiscal agent for Mobility Management funds, which supports and coordinates the coalition and a travel ambassador program.
Mustard Seed Project	Provides volunteer transportation for seniors and persons with disabilities on the Key Peninsula.
Paratransit Services	Arranges for transportation to medical-related appointments for people receiving Medicaid benefits. Multiple private providers provide the trips.
Catholic Community Services	Provides volunteer transportation services for seniors and adults with disabilities.
Puget Sound Educational Services District	Provides transportation for pre-school age children as well as homeless children. It also sponsors a program called Road to Independence which provides training to recipients of a social service program on how to be a driver or dispatcher; trained individuals drive eligible riders to work or education opportunities.
United Way of Pierce County	Provides a one-call/one-click transportation resource center; 2-1-1.
Key Peninsula Community Council	Provides community transportation in the Key Peninsula on out of service school buses with a program called KP School Bus Connects.

The Plan at a Glance

PURPOSE: to ensure that people with limited transportation options who live, learn, work, and socialize in and around Pierce County get a ride. Those that “need a ride, get a ride.”

VISION: A coordinated transportation system exists where people with limited transportation options are able to conveniently and seamlessly access transportation services regardless of their physical, cultural, economic, or geographic status.

STRATEGIES

NEAR TERM OUTCOMES



MISSION: To work together to identify, develop, and coordinate transportation services for people with limited transportation options.

TASK TEAMS

KEY METRICS

Jerri Kelly, Amanda Walston, Cherry Thomas, Penny Grellier, Gil Cerise plus recruit two social service agencies with county-wide perspective, and Medicaid broker

Metrics and targets will be identified after the three specific communities are selected and specific transportation gaps defined. Possible metrics may be: ridership on current transportation services available in the area; cost per one-way trip by transportation service type; some type of access measurement for employment, nutrition, health care, and socialization.

1 – CLOSE TRANSPORTATION GAPS

Penni Belcher, Barb Gorzinski, Jacqueline Mann, Tim Renfro

Transportation funders, brokers and providers need to be “all in” to make this work. While this will take time, our target is for 100 percent of the identified transportation partners to sign agreements to participate in the co-created system. In addition, assessment of baseline status for current processes and interactions of customers and employees needs to occur. Once an assessment is complete, metrics and targets can be established that evaluate improvements in the customer experience (e.g., reducing the number of interactions to get a ride.)

2 – CONNECT THE SYSTEM

John Mikel, Marianne Seifert, Penny Grellier, Penni Belcher, Barb Gorzinski, Jerri Kelly, Tim Renfro

Metrics and targets for the Strategic Objective #3 regarding the travel ambassador program will need to be developed after the purpose and strategy is clearly articulated. In the meantime, we will keep an eye on the organization priorities and budget for the key audiences – to see if they are including transportation for those with limited options.

3 – CLOSE AWARENESS GAPS



A VIVID DESCRIPTION

OF TRANSIT-HUMAN SERVICE TRANSPORTATION IN PIERCE COUNTY

PRESS RELEASE: 2030

Thanks to the relentless efforts of the Pierce County Coordinated Transportation Coalition, people with limited transportation options are able to conveniently and seamlessly access transportation services – regardless of physical, cultural, economic, or geographic status.

Largely as a result of their collaborative efforts, the following has been accomplished.

- A wide range of transportation choices connects all people and places in the Puget Sound.
- People are able to schedule and pay for trips at the same time.
- More money has been invested in all kinds of new and innovative transportation modes.
- Not only are people connected to places, there are also now fewer cars on the road.

Need a ride? Get a ride.

Just click or call here.



Strategic Goal #1: Close Transportation Gaps

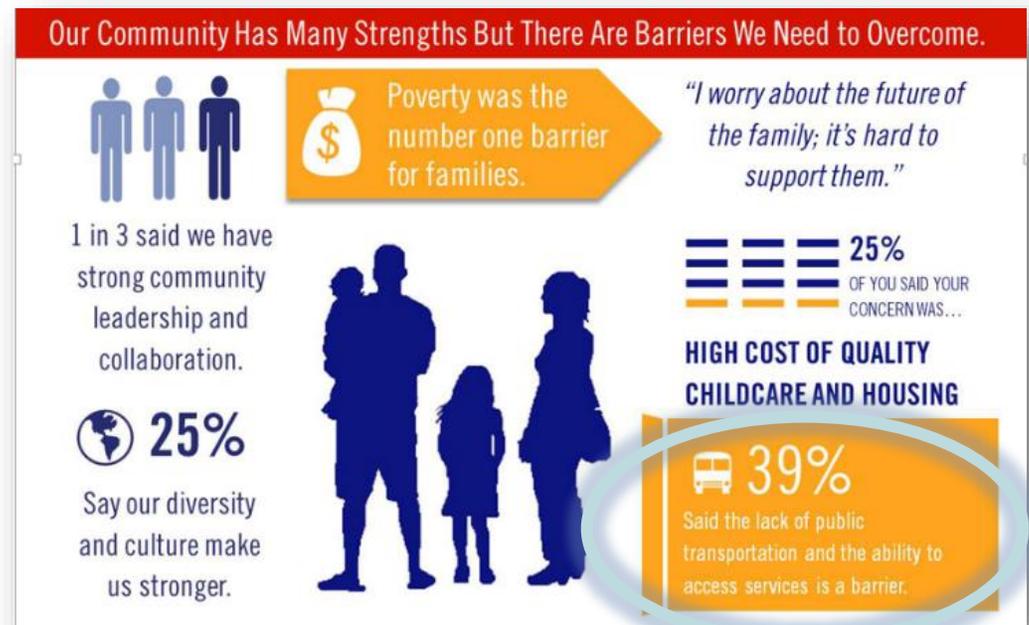
By 2030

We will have closed all transportation gaps Pierce County. We will know we have achieved this long-term goal when transportation is no longer listed as a top barrier to accessing education, employment, health, social, and cultural opportunities.

Our Current Reality

As illustrated in the Pierce County transportation services map (see Attachment A), the availability of transportation options declines significantly once outside of the Pierce Transit service area, specifically in Key Peninsula, DuPont and military bases, and east and south Pierce County (Sumner, Bonney Lake, Buckley, Orting, Graham, Eatonville). The lack of transportation options, both within and outside of the Pierce Transit service area and across county lines, is listed as a significant barrier to accessing employment, education, and other resources in Pierce County as reported in these sample studies and plans:

- ❖ Survey respondents reported **transportation as one of the top three needs for older adults (49 percent) and people with disabilities (54 percent)**. In the same survey, participants reported eating smaller portions or skipping meals during the past year because they couldn't get to the grocery store (18 percent) or meal sites (9 percent). In response to the question if Aging and Disability Resources service budget was increased by 15 percent, which of the three services would you prioritize for an increase, respondents said: Nutrition Programs, Adult Day Health, and Volunteer Transportation.ⁱ
- ❖ **39 percent** of those participating in United Way of Pierce County's Community Conversations reported that the lack of public transportation and the ability to access services is a barrier. This issue was especially significant in the **Bethel and Franklin-Pierce School Districts**.ⁱⁱ



A COMMUNITY CONVERSATION, UNITED WAY OF PIERCE COUNTY, JULY 2014

- ❖ 83 percent of healthcare providers surveyed in Pierce County indicate **that transportation to health care appointments is a problem** for their patients.ⁱⁱⁱ
- ❖ The **City of Lakewood** identifies social isolation as a growing issue for the elderly and people with disabilities, including Veterans with disabilities, due to limited access to affordable transportation.^{iv}
- ❖ The City of Tacoma reports that a **low-income person or family has greater difficulty accessing available opportunities** due to structural barriers, such as lack of affordable housing, inadequate transportation options, and lack of affordable child care.^v This is especially true for racial and ethnic minorities and those with language barriers.



- ❖ The South Sound Military and Communities Partnership reports that **veterans and military families frequently struggle to find transportation to services** during business hours. Many military families have access to only one car and the service member uses it to drive to work. Spouses left at home are therefore unable to get to the base to access services. In addition, children are often **unable to participate in after school programs** as a result of their parents being unable to drop them off or pick them up. Furthermore, retired military personnel and their families in the region, including veterans with mobility impairments, rely upon Joint Base Lewis-McChord (JBLM) for a variety of services, particularly related to medical care and treatment. Madigan Army Medical Center is one of the primary destinations for off-post destinations to JBLM due to the presence of these veterans and families in the Puget Sound Region.^{vi}
- ❖ About 5 percent of Pierce County households are car-free, but this is not always by choice. A disproportionate amount (13-27 percent) of low-income households (household income of less than \$25,000 to \$50,000 per year) are without a vehicle because they **are unable to afford to purchase or maintain a vehicle**, making transportation options an even more critical necessity.^{vii}

Strategic Objectives

Within the next 5 years, our strategic objectives are to:

1. Work with communities in two geographic areas and one demographic area to identify baseline data of current transportation options and transportation gaps by end of 2018.
2. Create one or more new transportation options, expand current transportation options, or build awareness of existing transportation options to meet the transportation needs of the targeted communities between the years of 2017 and 2020. To do this, we will need to partner with local funders, social service agencies, the military, and those with transportation challenges to develop and fund transportation solutions in targeted communities throughout the next five years.

In accomplishing these objectives, we believe we will have closed at least one transportation gap in Pierce County.

Metrics We are Watching

We will identify specific process and program metrics and targets after we identify the three specific communities we want to work with, and the specific transportation challenges and solutions we will be working on. Possible metrics that may be tracked will be some indicator of gaps in service being filled in the selected community, such as number of rides on current transportation services available in the area; ratio of trips to population density; average cost per trip by transportation service type; or number of people with limited transportation options who have access to employment, nutrition, health care, and socialization that would not have without program support.

Who Needs to be Involved

Members who participated in the development of this plan identified an initial group of people who need to be involved in conducting the first phase of work for the strategic objectives. This work strongly aligns with the work of the strategic objectives in Goal #3: Close the Awareness Gap. Participant overlap in these task groups is desirable.

This task team will include:

- Jerri Kelly, Pierce County Community Connections
- Amanda Walston, The Mustard Seed Project (Key Peninsula)
- Cherry Thomas, Pierce Transit
- Penny Grellier, Catholic Community Services Volunteer Transportation
- Gil Cerise, Puget Sound Regional Council

Need to recruit representatives from:

- Social service agencies with a county-wide perspective such as Aging and Disability Resources, United Way of Pierce County, Tacoma/Pierce County Housing Authority and/or Public Health Department.
- Medicaid transportation brokerage, Paratransit Services.



Strategic Goal #2: Connect the System

By 2030

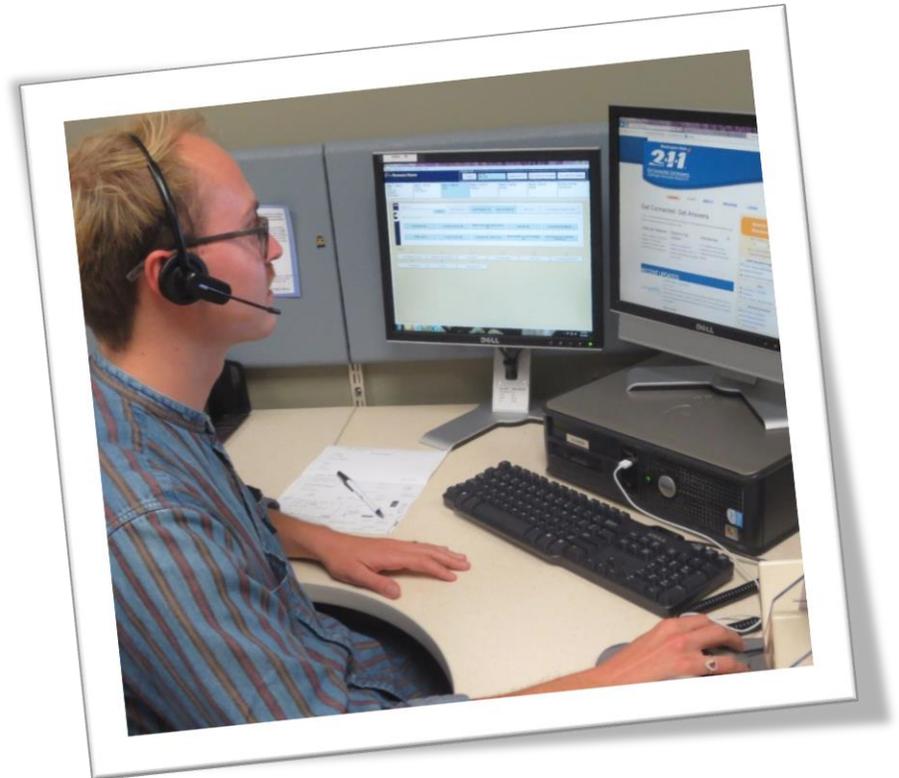
We will have a connected transportation system that people can access in one interaction. We will know we have achieved this long-term goal when riders are able to learn about their transportation options, determine if they are eligible for assistance, and schedule and pay for their trip in one visit - whether it is a phone call, a website, or a physical onsite location.

Our Current Reality

As of 2015, people in Pierce County are still unaware of current transportation services. Most people are aware that Pierce Transit offers fixed route “big bus” service, and SHUTTLE service for people with disabilities, but are not aware that Pierce Transit only covers part of the county. Many are also unaware that other transportation options are available throughout the county.

Furthermore, people may be eligible for one or more transportation services or assistance, but they first have to know about them, and then they have to make multiple calls, fill out multiple forms, and navigate a complicated system to get help. They either underutilize their options, over utilize one option, or give up all together.

Due to past efforts of the PCCTC, the county’s social service call center, 2-1-1, now offers transportation information.



Strategic Objectives

Within the next 5 years, our strategic objectives are to:

1. Develop service area agreements and partnerships for collaboration of transportation resources in Pierce County by 2017.
2. Develop a cross-sector, collaborative group to identify and implement opportunities to improve the customer experience (moving towards one connection) by 2020.
3. Providers move to a common scheduling system with shared rider information by 2020.

In accomplishing these objectives, we believe we will be collaborating together to “connect the system.”

Metrics We are Watching

Transportation funders, brokers and providers need to be “all in” to make this work. While this will take time, our target is for 100 percent of the identified transportation partners to sign agreements to participate in the co-created system.

In addition, assessment of baseline status for current processes and interactions of customers and employees needs to occur. Once an assessment is complete, metrics and targets can be established that evaluate improvements in the customer experience, such the number of interactions to get a ride, transportation service customer comments, and customer wait times.

Who Needs to be Involved

Members who participated in the development of this plan identified an initial group of people who need to be involved in conducting the first phase of work for the strategic objectives.

This task team will include:

- Penni Belcher, United Way of Pierce County, South Sound 2-1-1
- Barb Gorzinski, Associated Ministries
- Jacqueline Mann, Puget Sound Educational Service District
- Tim Renfro, Pierce Transit

Additional resources to be identified:

- GIS Mapping: Pierce Transit, Puget Sound Regional Council, Pierce County
- Hope Link
- Customers
- Case managers
- Human services coalition
- Call center representatives



Strategic Goal #3: Close Awareness Gaps

By 2030

We will close awareness gaps. We will know we have achieved this long-term goal when PCCTC strategies are implemented and funded; and transportation options are fully funded.



Our Current Reality

The social and economic benefits are considerable when equitable transportation access is provided for Pierce County and the region. In spite of this, transportation options have been consistently underfunded and disincentives for coordinated transportation persist (i.e., restrictions on programs to share rides).

Federal, state, and local policymakers, as well as the medical and social service programs, seem to be either unaware of the multiple benefits of transportation access, or assume that the public transit authority has the funds to handle all of the transportation needs in the county. In fact, some social service programs receive funding for transportation however utilize public or other subsidized transportation options without covering the full cost of the service. Furthermore, the cost and infrastructure necessary to provide access to people with limited transportation options are most often not considered when new developments are sited or new social service programs are put into place.

The negative consequences of these actions are isolation of people who are transportation dependent (i.e. seniors living in assisted living units in rural areas), restriction of people from participating in programs that are designed for them (i.e., kidney dialysis, adult day health, employment assistance), and insufficient funds to meet the transportation needs.

Strategic Objectives

Within the next 5 years, our strategic objectives are to:

1. Develop a white paper on unmet transportation needs and the business case for addressing those needs in targeted communities. Share with relevant policy makers, medical and social service agencies, and businesses by the middle of 2016.

2. Invite discussion and learning with elected officials in cities outside of the public transportation benefit area, specifically within the targeted communities in 2016.
3. Develop a clear purpose, strategy, and outcomes for the Travel Ambassador Program by the middle of 2017, identifying best ways to engage medical and social service agencies in helping people connect with transportation. Launch the strategies by 2020.
4. Cultivate 4 champions, two from each party, within the state legislature who carries a consistent voice for the Coalition by the end of 2018.

In accomplishing these objectives, key audiences - such as Housing Authority Boards, dialysis clinic administrators, developmental disabilities case managers, and elected officials - are seeing the social, health, and economic benefits of accessing transportation - and are playing an active role in telling the story.

Metrics We are Watching

Metrics and targets for the travel ambassador program will need to be developed after the purpose and strategy is clearly articulated. In the meantime, we will keep an eye on organizational priorities and budgets for the key audiences – to see if they are integrating transportation for those with limited options.

Who Needs to be Involved

In developing the plan, Coalition Members recognized that the work of the Goal #3 strategic objectives is highly aligned with the work of the strategic objectives for Goal #1: Close Transportation Gaps. Before the work on strategic objectives for Goal #3 begins, the task team needs first to identify two geographic and one demographic community to focus on over the next five years, and gather initial baseline information on the transportation needs, gaps and options in those areas. After this work is completed, then participants interested in engaging elected officials and other key stakeholders in the targeted communities can develop task teams to frame the story and message it. Primary and secondary participants interested in this work are:

Primary Participants (most regular):

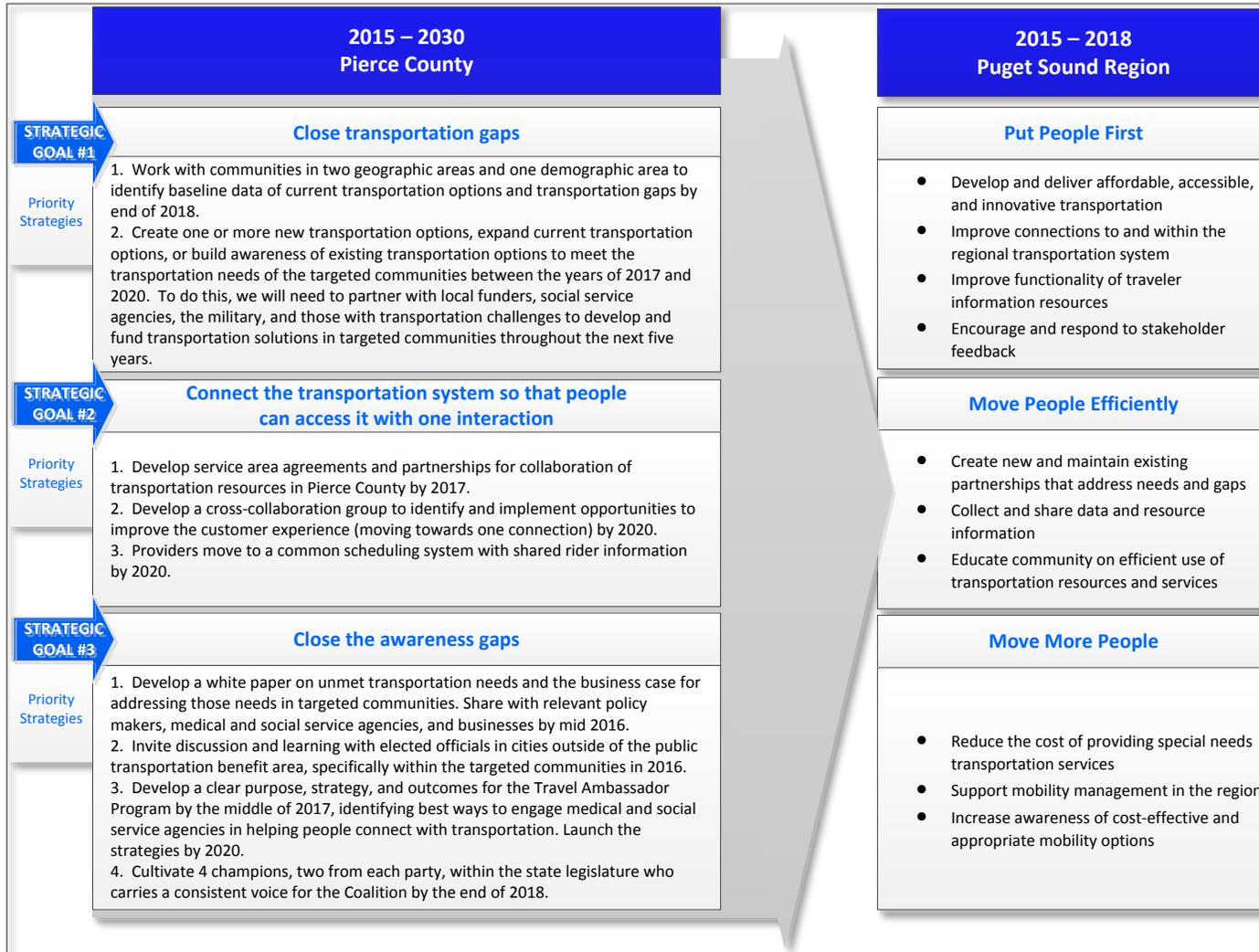
- John Mikel, Pierce County Aging and Disabilities Resources
- Marianne Seifert, Tacoma/Pierce County Health Department
- Penny Grellier, Catholic Community Services
- Penni Belcher, United Way of Pierce County; South Sound 2-1-1
- Barb Gorzinski, Associated Ministries
- Jacqueline Mann, Puget Sound Educational Service District
- Jerri Kelly, Pierce County Community Connections
- Tim Renfro, Pierce Transit

Secondary Participants (involve for specific purposes):

- Service providers
- Pierce County Human Services Coalition
- Puyallup Watershed Initiative Active Transportation Community of Practice
- Commute Trip Reduction people from organizations
- DDA, DVA and Dialysis providers
- PC2
- League of Woman Voters



Our Connection to the Puget Sound Region



The Puget Sound Regional Council is the central planning organization that coordinates the regional transportation planning and distributes some of the federal transportation funding in the Puget Sound Region, including Pierce, King, Snohomish, Kitsap counties.

Pierce County coalition members are very active in the regional planning process. There is strong alignment between the local strategic priorities and the [regional priorities](#).^{viii}

A particular focus of the Pierce County work is to “Put People First” in closing three specific transportation gaps, and make it easy for a customer to get information, schedule, and pay for a trip. The graphic illustrates which regional priorities have the strongest alignment with the local priorities.

PIERCE COUNTY COALITION STRATEGIES CONNECTED TO PSRC COORDINATED TRANSPORTATION PLAN

Our Operating Framework

How will we organize ourselves to get the work done?

The Coalition is experimenting with an operational framework that is flexible and adaptable, reflects the diversity of the work to be done together in the system, and engages a diverse group of people at the level of their availability, abilities, and interests. We will evaluate the effectiveness of this framework at the end of a six month period and make any necessary changes at that time. The new framework consists of a **core team** and project-focused teams or **task teams**.

Core Team

The core team plays a stewardship role in ensuring the health and well-functioning of the whole system. At the center of the core team sits the collective purpose: to ensure people with limited transportation options who live, learn, work, and socialize in and around Pierce County get a ride.

The core team is not a decision-making body in the traditional sense, but does determine when the broader Coalition membership should be brought together. Individuals sitting on the core team agree to jointly hold the following functions:

- Cross system integration
 - Monitoring the system, noticing deficiencies and opportunities for improvements
 - Ensuring the different efforts to achieve the strategic objectives are connected and that synergies are noticed and capitalized on

- Communicating and convening the whole
 - Ensuring communication between the different task teams, and between the task teams and the core team
 - Helping to define common language where needed
 - Calling together gatherings to share information, get work done, and/or be in learning and conversation with each other
- Gathering information and storytelling
 - Looking at all of the different data that is generated from Coalition partners, making sense of it, and framing the story that needs to be shared
- Identifying financial opportunities
 - Scanning for collaborative opportunities to leverage funds, pursue grant opportunities, or reallocate where the system needs it most
- Understanding the policy environment
 - Considering issues around timing and political leverage

Core Team Members

Jacqueline Mann, Puget Sound Educational Service District
Jeri Kelly, Pierce County Community Services
John Mikel, Pierce County Aging and Disability Resources
Penni Belcher, United Way of Pierce County
Penny Grellier, Catholic Community Services
Tim Renfro, Pierce Transit



Task Teams

A majority of the actual work of the Coalition will take place in smaller project or task-focused teams. The different task teams pertain to the strategic objectives in each goal area, and the administrative work of the mobility management center. Members of the task groups are individuals who choose to go where their interests, skills, and abilities are most aligned. Task groups can dissolve after the work is accomplished, or re-establish around other tasks.

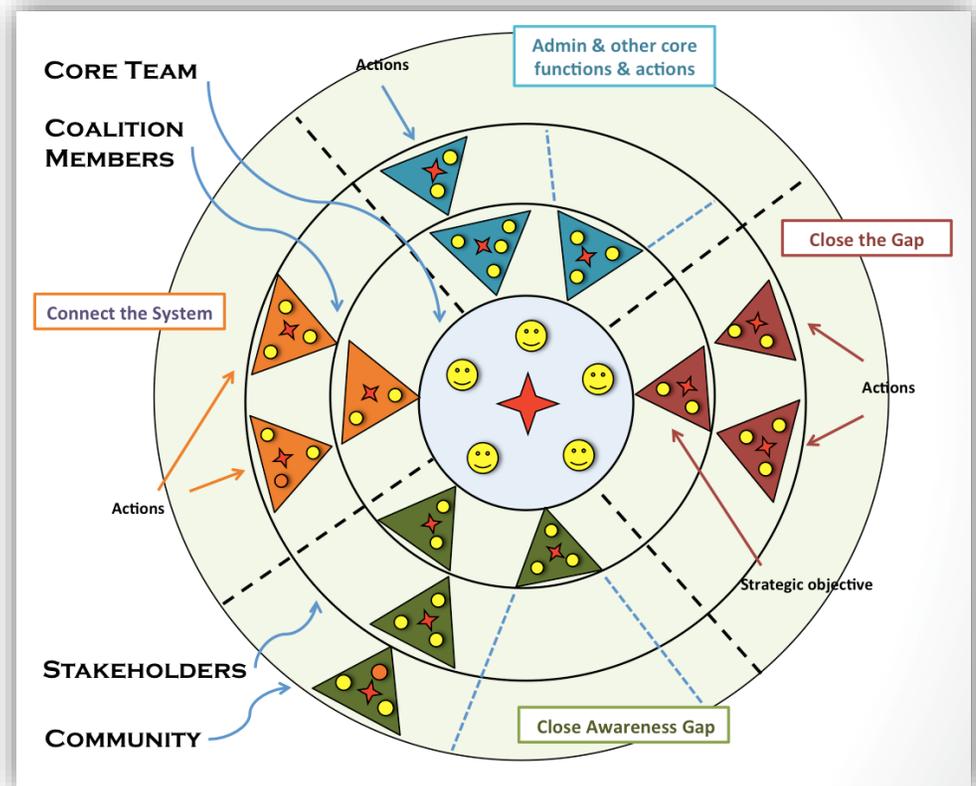
How it all works together

The graphic (on the right) is a representation of what the new framework might look like when fully operating.

The work of the inner circle is reaching out to the next level, which will in turn reach out to a wider community, creating concentric circles rippling out into the county, each circle connected to the others by triangles animating action that is informed by the core purpose.

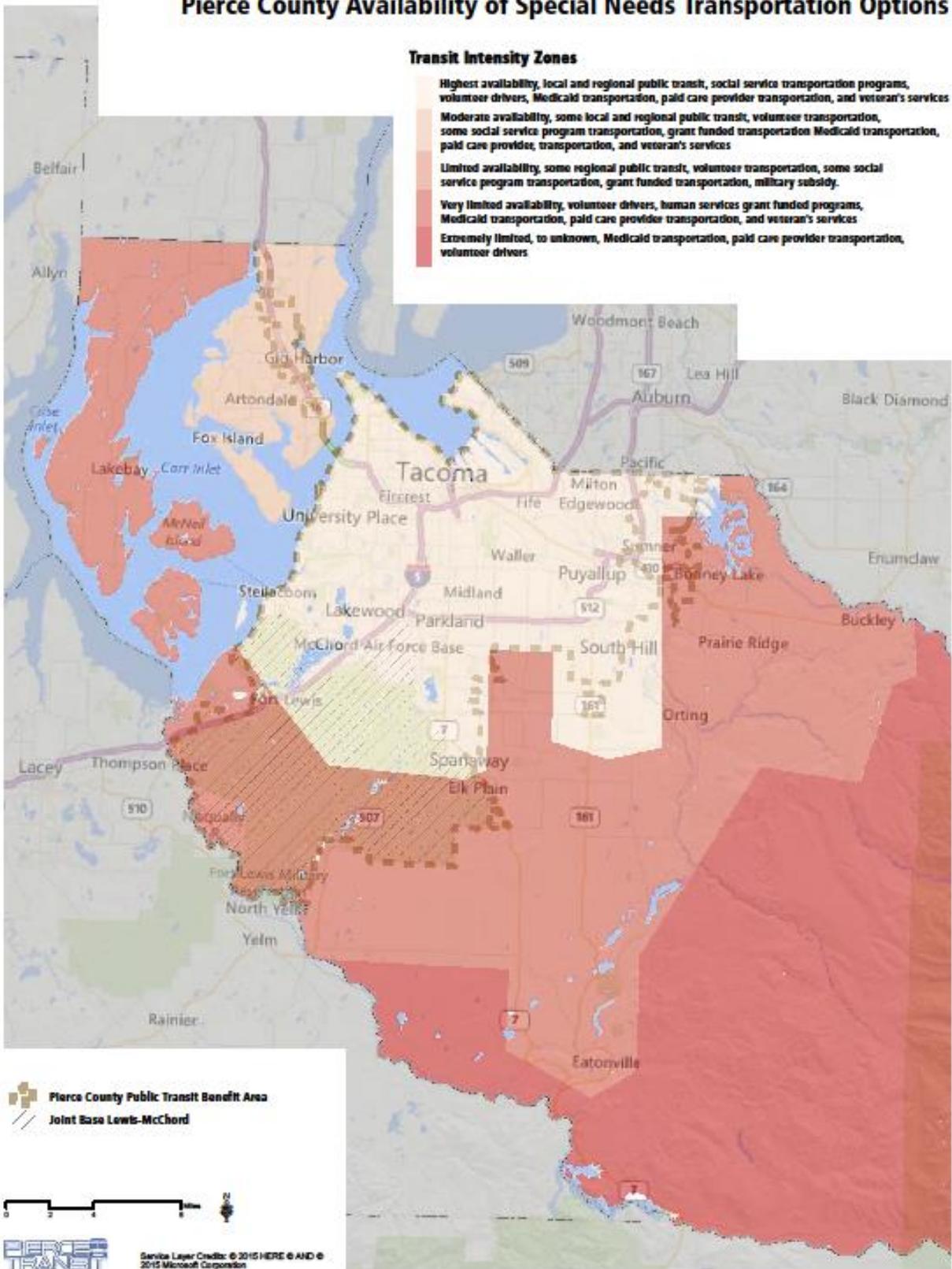
During the six month trial period, we will deviate from the standard monthly business meeting format. The agenda of the monthly meetings will rotate as follows. Task teams can meet independently or in conjunction with these monthly meetings.

- ❖ Core Team and task teams will meet every other month starting in August with the exception of December.
- ❖ Full Coalition will meet on the opposite months beginning in September with a varying agenda to conduct business, hear updates, discuss synergies between task groups and hold generative conversations on previously identified topics of interest or potential leverage.



Attachment A – Pierce County Transportation Map

Pierce County Availability of Special Needs Transportation Options



End Notes

ⁱ 2015 Pierce County Aging and Disability Resources Survey

ⁱⁱ A Community Conversation, United Way of Pierce County, July 2014

ⁱⁱⁱ 2014-15 Pierce County Aging and Disability Resources Area Plan Update, Special Needs Transportation Issue Area, PLU, Achieving Outstanding Care Coordination Community Meeting Survey, July 29, 2011

^{iv} Human Services Needs Analysis Report. City of Lakewood, June 2014

^v 2015-2019 Human Services Strategic Plan, City of Tacoma, June 2014

^{vi} Joint Base Lewis-McChord (JBLM) Growth Coordination Plan, <https://www.cityoflakewood.us/south-sound-military-and-communities-partnership/our-work?showall=&start=1>, June 2010

^{vii} As reported by the Puyallup Watershed Initiative Active Transportation using data from the Puget Sound Regional Council.

^{viii} The Puget Sound Regional Coordinated Transit-Human Services Transportation Plan for federal fiscal year 2015-2018 is located at: <http://www.psrc.org/assets/11605/CoordinatedPlan2015-2018Chapter1-5.pdf?processed=true>