Overview
Established in 2004 by Executive Order, the Federal Coordinating Council on Access and Mobility (CCAM) coordinates over 60 Federal programs that fund services for transportation-challenged populations. The 2011-2013 CCAM Strategic Plan builds on our progress cooperatively improving mobility and community accessibility for persons with disabilities, older adults, and low income persons and families. Using ample input from national stakeholder groups and the public, the plan was developed by staff representatives designated by individual CCAM member departments and agencies.

The proposed plan highlights CCAM priorities for the next two years. The plan will encourage the creation and growth of coordinated transportation networks that provide simplified access to health and wellness, jobs, and community services. This is critical as the country moves to implement health care reform, get persons back to work as the economy recovers, and deal with the increasing needs of America’s veterans and military families.

Priorities and Objectives
CCAM’s Strategic Goal for 2011-2013 is to continue to improve mobility, employment opportunities, and access to community services for persons who are transportation-disadvantaged. To achieve our Strategic Goal, CCAM will address the following priorities:

- Priority #1: Demonstrate federal leadership on transportation coordination
- Priority #2: Support Presidential initiatives
- Priority #3: Expand the coordinated human-service transportation infrastructure.

As shown in Table A, each strategy is composed of several strategies that must be achieved to fully and successfully implement the plan. By strengthening relationships among national, state, and local human services and transportation providers as well as advocates, these objectives will

<table>
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<th>Table A: 2011-2013 CCAM Strategic Plan Framework</th>
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<td><strong>Goal:</strong> Improve mobility, employment opportunities, and access to community services for persons who are transportation-disadvantaged</td>
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**Strategy #1-Demonstrate Federal Leadership:** CCAM will lead in developing and advocating national solutions to human service transportation needs.

*Objective #1 – Provide Policy Leadership*
*Objective #2 – Practice Interagency Collaboration*

**Strategy #2-Support Administration Priorities:** CCAM will ensure that access to transportation is not a barrier to the Administration’s efforts to implement Healthcare Reform; strengthen the economic recovery; support military families; and expand public participation in government decision making.

*Objective #3 – Support Veterans and Military Families*
*Objective #4 – Support Health and Wellness*
*Objective #5 – Support the Economic Recovery*
*Objective #6 – Promote Open Government*

**Strategy #3-Expand Coordinated Human-Service Transportation Infrastructure:** CCAM will expand and improve the capacity of communities and coalitions to deliver integrated transportation and improved customer service.

*Objective #7 – Strengthen Coordinated Planning Process*
*Objective #8 – Deploy Mobility Management*
*Objective #9 – Enhance Emergency Preparedness and Response*
*Objective #10 – Develop One-Call/One-Click Services*
help us create a robust network that is capable of delivering comprehensive human services (also referred to as ‘wrap-around services’) more effectively. Essentially, local service providers will be able improve service delivery by leveraging resources within their networks. National advocates can then spread best practices and refocus resources to meet the needs of small, but diffuse populations throughout the country quickly.

To implement Strategy #1, CCAM must be a central contributor and a thought leader in the ongoing policy discussions addressing the delivery of coordinated public transit-human service transportation programs. Strategy #2, supporting Presidential initiatives, requires CCAM to leverage relationships among its eleven member agencies and departments to ensure access to transportation that allows all persons to benefit from key Administration initiatives. The third strategy reaffirms CCAM’s commitment to utilize the United We Ride (UWR) initiative to expand the coordinated human-service transportation infrastructure. UWR was created to facilitate interagency cooperation at the Federal, state and local levels of government.

Overall, ten objectives comprise the three strategies. Table B provides a description of each objective, grouped by strategy.

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Objectives</th>
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<tr>
<td><strong>Demonstrate Federal Leadership</strong></td>
<td><strong>Objective #1 – Provide Policy Leadership</strong>: Develop, promote and implement effective human service transportation policy that enables local- and state-level coordination practices and supports national priorities.</td>
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<td><strong>Objective #2 – Practice Interagency Collaboration</strong>: Work with federal agencies to coordinate federal transportation programs and policies.</td>
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<td><strong>Support Administration Priorities</strong></td>
<td><strong>Objective #3 – Support Veterans and Military Families</strong>: Meet our commitments to veterans and military families by providing access to transportation options that facilitate community integration and participation.</td>
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<td><strong>Objective #4 – Support Health and Wellness</strong>: Improve the health outcomes of Americans by enhancing transportation service coordination to improve access to health and wellness resources and reduce risks of institutionalization.</td>
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<td><strong>Objective #5 – Support Economic Recovery</strong>: Strengthen the economic recovery and employment opportunities by ensuring access to jobs and training for all Americans.</td>
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<td><strong>Objective #6 – Promote Open Government</strong>: Use collaborative social media technologies to expand public participation in community-based transportation decision making processes.</td>
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<td><strong>Expand Coordinated Human - Service Infrastructure</strong></td>
<td><strong>Objective #7 – Strengthen Coordinated Planning Process</strong>: Strengthen the local coordinated planning process through policy, guidance, and fostering State and local coordinating councils.</td>
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<td><strong>Objective #8 – Deploy Mobility Management</strong>: Increase the use of cost effective and efficient mobility management principals to coordinate local consumer needs with transportation agencies and transportation service providers.</td>
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<td><strong>Objective #9 – Enhance Emergency Preparedness and Response</strong>: Improve Emergency Preparedness and Response through coordinated transportation infrastructure.</td>
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<tr>
<td></td>
<td><strong>Objective #10 – Develop One-Call/One-Click Services</strong>: Support the creation of transportation management coordination centers that offer simplified, one-call /one-click access to transportation for consumers.</td>
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While administratively located in the Federal Transit Administration, United We Ride is championed by all eleven CCAM member agencies and will take the lead in implementing the Strategic Plan and coordinating joint efforts amongst agencies. Throughout the years, UWR has increased the capacity of communities and coalitions to plan, deliver, and improve vital transportation services. For a more detailed explanation of the specific actions that need to be undertaken to accomplish each objective, see the tables in the Appendix.

Transportation plays a vital role in delivering comprehensive human services. After the first year of implementing Welfare to Work, the access to reliable and affordable transportation was identified as one of the top barriers to finding and keeping a job. This strategic plan strives to ensure that the needs of the transportation disadvantaged are addressed in current and future Federal programs that focus on workforce development, healthcare delivery, and meeting the needs of military families and veterans. The plan comprises ten objectives which provide an actionable blueprint for achieving that goal.
APPENDIX

Appendix: Table 1

<table>
<thead>
<tr>
<th>Strategy #1: Demonstrate Federal Leadership</th>
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<td>CCAM will lead in developing and advocating national solutions to human service transportation needs.</td>
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**Objective #1- Provide Policy Leadership:**
Develop and promote effective humans service transportation policy that supports national priorities.

- **Action Steps:**
  - Develop and approve cost sharing guidance that facilitates the sharing of vehicles and rides and simplifies cost sharing among CCAM agencies and grantees.
  - Identify federal policy barriers to coordinated transportation & access.
  - Propose policy changes to streamline delivery of federally funded transportation services.

- **Performance indicators(s):**
  - Number of programs with sharing of vehicles, rides and costs
  - Increased satisfaction of local grantees with coordination process

**Objective #2- Practice Interagency Collaboration:**
Work with federal agencies to coordinate federal transportation programs.

- **Action Steps:**
  - Develop policy consultation process that encourages CCAM member agencies to consult with Council when issuing human service transportation related policy.
  - Explore strategies for strengthening the CCAM.
  - Increase the number of CCAM transportation funding programs which allow federal funds to be used in conjunction with one another to meet the needs of transportation disadvantaged populations and provide implementing guidance.
  - Where appropriate, issue joint transportation guidance directed at agency-specific networks.

- **Performance indicators(s):**
  - Policy consultation is approved by all CCAM members
  - Number of times policy consultation process was used by CCAM member agencies prior to issuing transportation policy
  - More CCAM funding programs can be matched with each other locally
## Appendix: Table 2

### Strategy #2: Support Presidential Initiatives

CCAM will ensure that access to transportation is not a barrier to the Administration’s efforts to support military families; implement Healthcare Reform; strengthen the economic recovery; and expand public participation in government decision making.

### Objective #3 - Supporting Veterans & Military Families:

Meet our commitments to veterans and military families by providing access to transportation options that facilitate community integration and participation.

- **Action Steps:**
  - Support development or enhancement of one-call/one-click transportation assistance centers that “connect the dots” between the military community and the full spectrum of local transportation providers and transportation-related services.
  - Provide mobility management technical assistance services to enable communities to establish and/or enhance coordinated transportation services for veterans and military families.
  - Improve availability of existing accessible service vehicles to veterans and military families.
  - Work with veteran service organizations and military support groups to learn more about needs and collaborate to develop transportation solutions to address those needs.
  - Enhance mobility management capacity in Department of Veterans Affairs and Department of Defense networks.

- **Performance indicators(s):**
  - Number of communities receiving technical assistance on connecting veterans and military families to the full spectrum of local transportation providers and transportation-related services
  - Number of communities using one-stop transportation coordination centers and mobility managers to connect veterans and military families to the full spectrum of local transportation providers and transportation-related services
  - Coordinated planning process includes veterans and military community stakeholders

### Objective #4 - Support Health and Wellness:

Improve the health outcomes of Americans by enhancing transportation service coordination to improve access to health and wellness resources and reduce risks of institutionalization.

- **Action Steps:**
  - Hold a Transportation, Health and Wellness Summit.
  - Develop a set of shared principles and interagency guidance for the implementation of accessible transportation options that connect riders to programs and services supporting health, wellness, independence and community living.
  - Develop Technical Assistance strategies to support communities’ transportation services that connect individuals to programs promoting Health, Wellness and Independence and to services and supports necessary to live independently in their communities.
  - Create National model demonstration program to further promote one-stop centers, the development of coordinated plans, and mobility management to integrate health, wellness, and independent living services.
  - Develop framework for integrating outreach to Healthcare and community wellness providers in one-stop transportation coordination centers and mobility managers.
- Support programs such as Money Follows the Person which remove barriers to community living.

**Performance indicators(s):**
- Number of communities receiving technical assistance on integrating transportation programs with programs/services promoting health, wellness and independence and community integration
- Number of communities using one-stop transportation coordination centers and mobility managers to connect individuals to healthcare, Long Term Services and Supports (LTSS) and community wellness providers
- Communities include health care and LTSS consumers, providers, and other health-related stakeholders in coordinated planning process

**Objective #5 - Support the Economic Recovery:**
Strengthen the economic recovery and employment opportunities by ensuring access to jobs and training for those adversely affected by the recession.

**Action Steps:**
- Create an interagency coalition and/or agreement among federal agencies on how they can work together to quickly and effectively support people to re-enter the workforce.
- Renew guidance on how federal dollars can be used to expand transportation services to work and related destinations (reference "Use of TANF, Welfare to Work, and Job Access Funds for Transportation" 2000) and expand the federal partners supporting such guidance.
- Develop technical assistance strategies that incorporate tailored Back-to-Work tools and services to support communities in expanding transportation services that connect individuals to jobs, training, child care, and other employment-related destinations.
- Convene Back-to-Work Mobility Institutes with local interagency teams using a design thinking (customer-centered design) process to enhance one-call services, mobility management, and transportation services.
- Engage the business community to take advantage of Section 132(f) IRS Qualified Transportation Fringe Benefit program (Commuter Benefits).
- Develop and disseminate training for local social services and employment and training programs to adopt positions or functions to deliver individualized transportation services to customers and clients.
- Promote the use of eligible support services dollars to offer bus passes, a Get a Job-Get a Ride short-term program, and other subsidized programs.
- Develop a training program on opportunities to use support services and other dollars to meet the transportation needs of employment and training customers and other job seekers.

**Performance indicators(s):**
- Number of communities receiving technical assistance on expanding transportation services that connect individuals to jobs
- Number of communities using one-stop transportation coordination centers and mobility managers to connect individuals to jobs
- Employers using Transportation Fringe Benefit program
**Objective #6-Promote Open Government:**
Use collaborative social media technologies to improve coordination outcomes and expand public participation in community-based transportation decision making processes.

- **Action Steps:**
  - Address suggestions identified in United We Ride National Dialogue.
  - Create a collaborative workspace for Federal Agencies and national stakeholders working on coordinated transportation policy using Department of Labor’s ePolicyWorks.org tool.
  - Create a national demonstration project based on the methods and success of the United We Ride National Dialogue to support state or local online planning dialogues.
  - Provide stakeholders with technical assistance on the appropriate use of web 2.0 and social media tools to create broad and multi-modal outreach and marketing campaigns.
  - Provide guidance and technical assistance on accessibility and usability of open government tools to ensure accessibility to people with disabilities.

- **Performance indicators(s):**
  - Increased communication and policy collaboration between federal CCAM staff
  - Number of online local planning dialogues held
  - Number of participants in local dialogues
  - Comments addressed from public dialogues
### Objective #7—Strengthen Coordinated Planning Process:
Strengthen the local coordinated planning process through policy, guidance, and fostering State and local coordinating councils.

- **Action Steps:**
  - Explore mechanisms and options, including awards, incentives and/or requirements, to ensure CCAM-funded agencies providing or contracting for transportation participate in the coordinated planning process.
  - Establish policies and mechanisms to ensure participation and contribution from human service, workforce development and other agencies and affected populations in the coordinated planning process.
  - Identify the funding eligibility of CCAM Agency Programs for coordinated planning.
  - Develop and promote strategies for improving stakeholder participation.

- **Performance indicator(s):**
  - CCAM member funding programs are clearly identified as allowing coordinated planning as an eligible expense
  - Number of new policies/mechanisms created that ensure participation and contribution from human service, workforce development and other agencies and affected populations in the coordinated planning process
  - Percent of transportation providers participating in coordinated planning

### Objective #8—Deploy Mobility Management:
Increase the use of cost effective and efficient mobility management principles to coordinate local consumer needs with transportation agencies and transportation service providers.

- **Action Steps:**
  - Develop a national communication network for mobility managers.
  - Promote existing mobility management training opportunities through campaigns targeted at appropriate audiences (e.g. Transportation Solutions Course, NTI Coordinated Mobility, etc.).
  - Develop additional technical assistance resources for mobility managers.
  - Explore the funding eligibility of CCAM Agency Programs for mobility managers.

- **Performance indicators(s):**
  - Increased use of FTA funds for mobility management
  - Mobility managers have access to training resources and to each other
  - Number of mobility managers
  - Number of mobility managers receiving training and/or technical assistance
  - Number of members in the Partnership for Mobility Management
**Objective #9- Enhance Emergency Preparedness and Response:**
Improve Emergency Preparedness and Response through coordinated transportation infrastructure.

- **Action Steps:**
  - Identify Special/Functional Needs population and the type of transportation they need for safe movement away from an emergency.
  - Explore the use of paratransit client databases to identify candidates for needs-based evacuation and disaster assistance.
  - Establish emergency response functionality in community one-call/one-click transportation centers.
  - Explore use of emerging mobile technology to address mobility needs in disaster situations.
  - Incorporate the needs of the transportation disadvantaged community in the emergency preparedness planning and training at all levels of government.
  - Develop and disseminate information materials for emergency preparedness-related federal interagency groups and efforts to raise awareness of mobility challenges for transportation disadvantaged and ensure they include information that addresses the needs of this population in their studies, publications, and planning.

- **Performance indicator(s):**
  - Increased percentage of persons with functional needs who can be reached during a disaster
  - Needs of transportation disadvantaged are better addressed in emergency response and disaster relief planning
  - CCAM works together with other federal interagency efforts and research entities to deliver joint guidance on transportation and emergency preparedness

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**Objective #10-Develop One-Call/One-Click Services:**
Support the creation of transportation management coordination centers that offer simplified, one-call /one-click access to transportation for consumers.

- **Action Steps:**
  - Develop a matrix of CCAM Agency Programs funds eligible to support One-Call/One-Click services.
  - Develop and target technical assistance strategies for One-Call/One-Click services.
  - Identify needs and develop training and technical assistance for One-Call/One-Click services.
  - Promote the use of One-Call/One-Click services through demonstration projects in conjunction with White House Initiatives.
  - Explore CCAM policies that encourage multi-functional One-Call/One-Click services serving multiple federal programs.

- **Performance indicator(s):**
  - Increased communities served by One-Call/One-Click centers that simplify access to transportation services
  - Existing One-Call/One-Click centers incorporate transportation functions into services