



2023–2026 **Strategic Plan**

*Coordinating Council on
Access and Mobility*

OCTOBER 27, 2022

Message from the FTA Administrator

For all communities, access to transportation provides a lifeline to jobs, education, healthcare services, and more. The Coordinating Council on Access and Mobility (CCAM) supports communities by improving public transportation access to essential services across our nation, while focusing on equity, affordability, and safety for riders.



Since the CCAM's establishment two decades ago, the Federal Transit Administration (FTA) and its CCAM partners have continued to advance equitable human services transportation coordination for all communities. This 2023–2026 CCAM Strategic Plan (Plan) furthers those efforts by supporting national, regional, State, and local strategies to ensure communities that are challenged in accessing vital services receive the assistance they need.

The Plan starts by identifying the CCAM mission: “The CCAM collaborates to improve transportation access for all people.” The goals in the Plan set forth a framework for the CCAM to adapt and evolve to generate change and innovation in transportation systems. Further, the Plan prioritizes expanding safe access to transportation systems, as well as providing affordable and reliable mobility options. Improving safe access to public transportation increases quality of life for millions of Americans.

The FTA recognizes and appreciates the collective engagement from the leadership, staff, and stakeholders from 29 CCAM partner agencies within 11 Federal departments, as well as several national, State, and local organizations

and associations. It took a multisector and intragovernmental effort to develop a Plan that is responsive to human services transportation needs while maximizing access and mobility coordination for all people. This important work is just getting started, and it requires dedication from all of us in order to implement the Plan for the benefit of transportation riders.

The FTA looks forward to working with all CCAM partner agencies over the next four years to provide exciting advancements and improvements in transportation coordination.

Sincerely,

Nuria Fernandez,
FTA Administrator



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Strategic Planning Framework

Overview of the CCAM

The Coordinating Council on Access and Mobility (CCAM) is a Federal interagency council, established in 2004 by [Executive Order 13330: Human Service Transportation Coordination](#). The Executive Order tasks the CCAM with improving coordination and reducing duplication across Federal programs that fund transportation services. The CCAM is charged with issuing policy recommendations and implementing activities that improve the efficiency, accessibility, and availability of transportation for transportation-disadvantaged populations.

The CCAM's Statutory Requirements and Relevant Executive Orders

- [Executive Order 13330: Human Service Transportation Coordination](#)
- [Section 3006\(c\) of the Fixing America's Surface Transportation \(FAST\) Act \(Pub. L. 114-94\)](#)
- [Executive Order 13985: Advancing Racial Equity and Support for Underserved Communities Through the Federal Government](#)
- [Executive Order 14035: Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce](#)

The Federal Transit Administration (FTA) leads the CCAM, on behalf of the Secretary of Transportation within the United States (U.S.) Department of Transportation (DOT), in coordination with 10 other Federal departments: Health and Human Services (HHS), Education (ED), Labor (DOL), Veterans Affairs (VA), Agriculture (USDA), Housing and Urban Development (HUD), Interior (DOI), Justice (DOJ), Social Security Administration (SSA), and National Council on Disability (NCD). As depicted in **Figure 1**, all 29 agencies within the 11 Federal departments collaborate to represent a broad and diverse set of communities, perspectives, disciplines, services, and stakeholders. CCAM partner agencies support all communities and geographic areas, and understand the complexities and the importance of adapting strategies to support the unique needs of rural and urban areas.

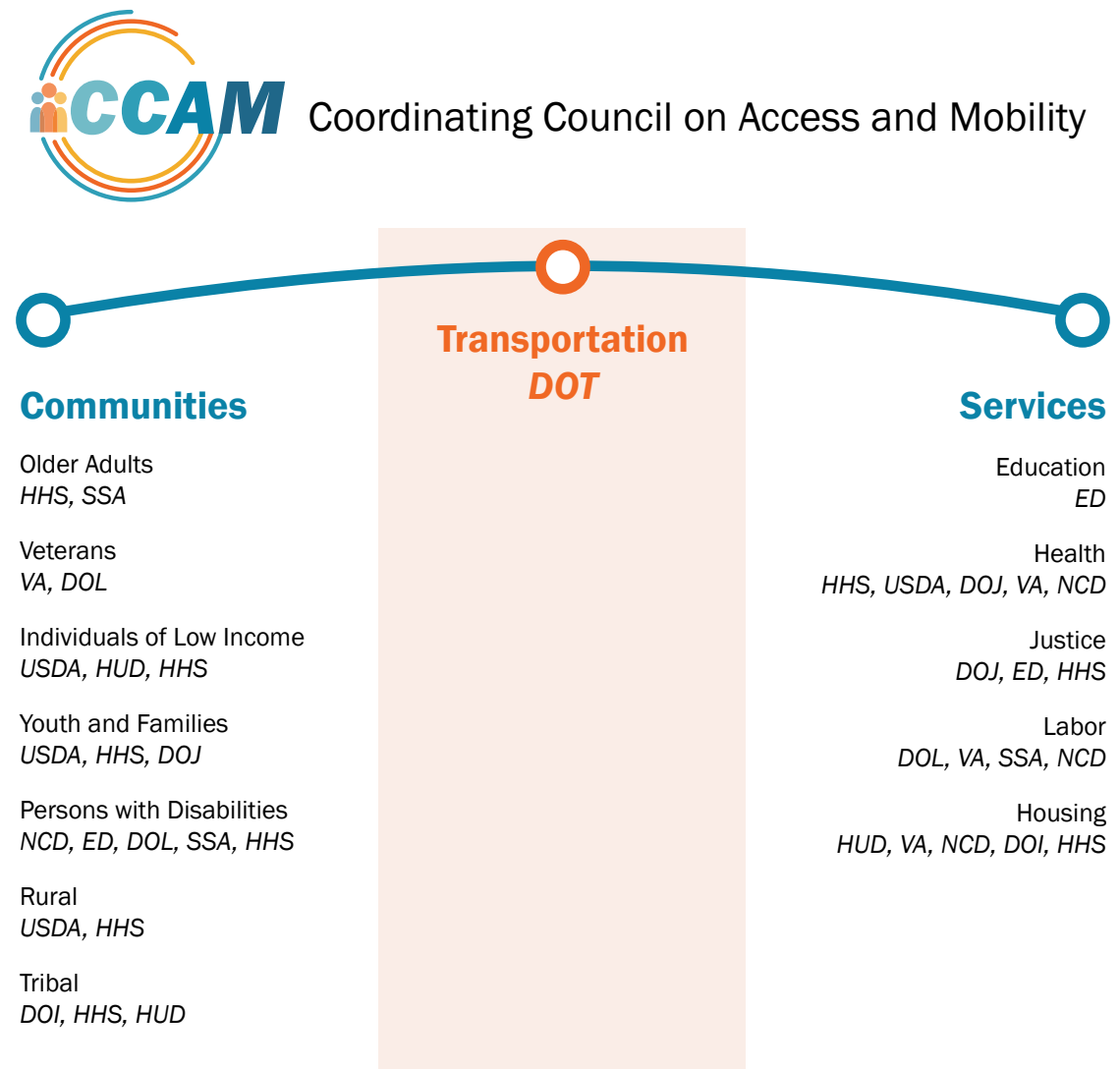


Figure 1. The CCAM's broad and diverse set of communities, perspectives, disciplines, services, and stakeholders

Mission Statement

The CCAM's mission statement reflects its core function, emphasizing the importance of successfully accomplishing its long-term performance aspiration:

The Coordinating Council on Access and Mobility (CCAM) collaborates to improve transportation access for all people.

CCAM's Core Values

The CCAM's Core Values set its foundation, informing how the CCAM partner agencies approach their respective work. While the outer Core Values in **Figure 2—Accessibility, Safety, Reliability, Affordability, Equity, and Mobility**—help improve transportation and mobility options, the goal is to help individuals better reach, or **Access**, everyday destinations.

Access is enabled by transportation that brings the individual to everyday destinations (e.g., place of employment, school, housing) and the community (e.g., recreational facilities, parks, social supports) or brings the essential resources to the individual (e.g., medical care, groceries, prescriptions, technology).



Figure 2. Access unifies CCAM partner agencies around one common mission

Developing the Plan Approach and Key Stakeholders

The development of the 2023–2026 CCAM Strategic Plan (Plan) was a collaborative process among the CCAM partner agencies under the leadership of FTA. The CCAM sought input from a variety of national, State, and local organizations and associations (e.g., public health partners, disability and chronic illness advocates, rural transportation advocates). Working with these vested stakeholders helped the CCAM identify the transportation barriers that many transportation riders experience, particularly those in underserved, overburdened, and historically disadvantaged communities, as well as how to resolve these challenges. The strategic planning process is detailed in **Figure 3**.



Figure 3. The CCAM's Strategic Planning Development Process

Input collected from the CCAM's Federal working sessions and CCAM listening sessions was aggregated and considered for inclusion from an impact and feasibility perspective. While performance measures that were considered highly impactful and feasible were candidates for inclusion in the Plan, those were not the only considerations. Performance measures were ultimately selected based on whether a CCAM partner agency could lead or support and whether the CCAM could measure success.

The Coronavirus Disease 2019 (COVID-19) pandemic resulted in new challenges that yielded innovative solutions that have the potential to transform the way disadvantaged communities access essential resources and services. Service providers piloted programs to bring healthcare online and deliver groceries to individuals, and public transit systems offered free or reduced cost services. As we recover from the pandemic, there is a need to formalize innovations initially developed as temporary solutions. The CCAM considered the impacts of COVID-19 when developing this Plan and seeks to sustain and expand innovative efforts to respond to the changing needs of communities.

A Model to Replicate: Laketran Takes Action

To address its county's needs during the COVID-19 pandemic, Laketran, a regional public transportation system in Lake County, Ohio, collaborated with the State health and human services department, a variety of nonprofit organizations, and other partners (such as the Ohio Department of Transportation) to implement various initiatives. These initiatives expanded Laketran's transit services and included:

- Delivering groceries to vulnerable community members,
- Establishing grocery pick-up locations and a permanent mobile food bank, and
- Providing access to COVID-19 testing and vaccination sites.

Similar to the CCAM partner agencies, Laketran continues to work with its partners (to include the County Commissioner's Office, community organizations, Greater Cleveland Food Bank, the Ohio Department of Transportation, the State health and human services department, Greater Cleveland Regional Transit Authority, and Cleveland State University) to develop solutions that best serve its community.



Source: Laketran

CCAM Strategic Communications Plan and Implementation Strategy Summary

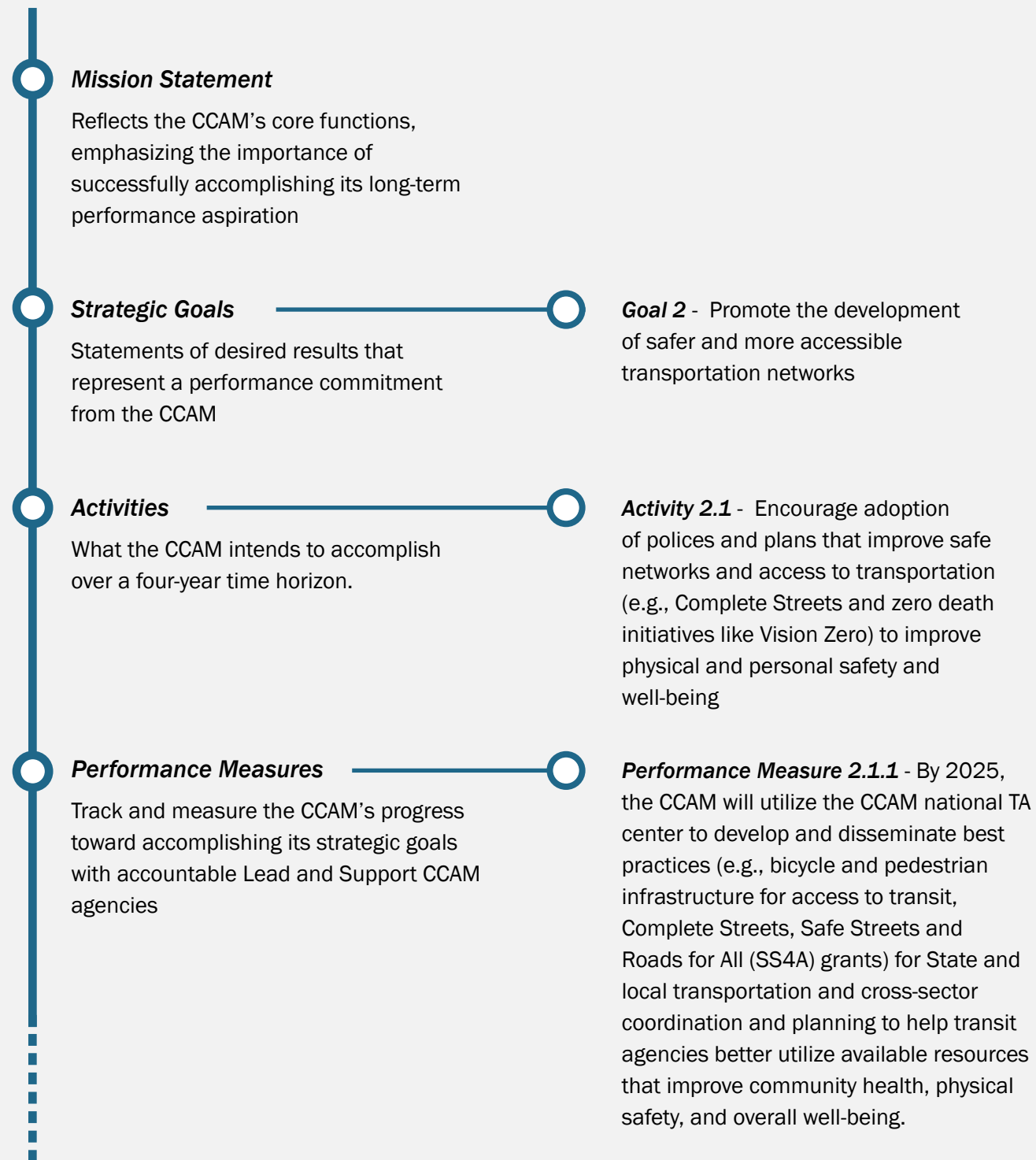
Participation for all partners in the CCAM takes place at the agency level, based on the uniform standards and the CCAM roles and responsibilities summarized in the following table, and detailed in *Appendix B: CCAM Strategic Communications Plan and Implementation Strategy*. The same communications and collaboration from the CCAM partner agencies that led to the development of this Plan are required to implement it, starting on January 1, 2023.

CCAM agencies are expected to designate a permanent position (defined as part of *Performance Measure 1.4.1*) to conduct CCAM activities and coordinate with their respective stakeholder and constituent groups on behalf of the CCAM.

Role	Overall Responsibilities	Meeting Attendance	Document Review and Concurrence
CCAM Chair	<ul style="list-style-type: none"> The FTA, on behalf of DOT, continues to lead the CCAM and serve as DOT's Lead Agency. 	<ul style="list-style-type: none"> Convene and facilitate all formal CCAM meetings. Set meeting agendas, delegate meeting responsibilities, and track action items. 	<ul style="list-style-type: none"> Communicate expectations for document concurrence.
CCAM Lead Agency	<p>One agency within each CCAM department is designated as the Lead and serves as the CCAM leader on behalf of its department.</p> <ul style="list-style-type: none"> Act as voting CCAM member. Facilitate and direct CCAM Participating Agency input. 	<ul style="list-style-type: none"> Send staff-level points of contact (POCs) and any additional relevant staff, as needed, to meetings, and attend prepared to participate. 	<ul style="list-style-type: none"> Drive CCAM document review and concurrence on behalf of its respective CCAM department and/or agency. Gather the input of CCAM Participating Agency(s) within its respective CCAM department, when necessary.
CCAM Participating Agency	<ul style="list-style-type: none"> Provide advisory support and expertise to the CCAM. Collaborate with their respective CCAM Lead Agency. Act as non-voting CCAM member. 	<ul style="list-style-type: none"> Encourage staff-level POC and any additional relevant staff, as needed, to attend meetings, and attend prepared to participate. 	<ul style="list-style-type: none"> Provide review and input directly to the CCAM Lead Agency, unless otherwise indicated.

How to Read the CCAM Strategic Plan

Figure 4 demonstrates the structure of the Plan and provides a visual example of how the content is presented.



Each performance measure has corresponding **Lead** and **Support** Agencies that are accountable for its execution and achievement. Please note: a CCAM partner agency’s designation (i.e., as CCAM Lead Agency or CCAM Participating Agency) does not determine the agency’s respective roles and responsibilities for implementing each performance measure.

Performance Measure Roles and Responsibilities

Performance Measure Lead

- Identify and allocate appropriate funding and non-funding resources
- Develop detailed action plans, project plans with major milestones, and other project documentation
- Guide and direct Performance Measure Support Agencies in carrying out action plans, project plans, and other project documentation
- Manage and oversee progress and provide frequent status updates
- Identify and coordinate with other CCAM departments and agencies, as needed

Performance Measure Support

- Allocate appropriate resources based on coordination with Performance Measure Lead Agency
- Provide support in the development of project documentation and provide subject matter expertise and advisory support
- Coordinate with other CCAM departments and agencies, as needed

Starting on January 1, 2023, CCAM membership roles and responsibilities go into effect. More detail on Performance Measure **Lead** and **Support** Agencies, as well as overall CCAM roles and responsibilities, can be found in *Appendix B: CCAM Strategic Communications Plan and Implementation Strategy*.

Figure 4. How to read the CCAM Strategic Plan

Strategic Plan At-A-Glance

Mission Statement
**The Coordinating Council on Access
 and Mobility (CCAM) collaborates to
 improve transportation access
 for all people.**

The Plan took into consideration the: [Fiscal Year \(FY\) 2022–2026 DOT Strategic Plan](#), [DOT Equity Action Plan](#), and [FTA Strategic Plan](#). Where appropriate, terminology, definitions, and intentions in the Plan align with those stated above. A detailed mapping of the following Goals and Activities against the 2022–2026 DOT Strategic Plan can be found in [Appendix E: CCAM Strategic Plan and DOT Strategic Plan Alignment](#).

GOAL 1

Strengthen the CCAM and improve multisector collaboration at all levels and across jurisdictions

- Activity 1.1** Create and manage a CCAM national technical assistance (TA) center that works across multiple sectors and builds mobility management capacity, connecting regional, State, and local CCAM partners to improve transportation access.
- Activity 1.2** Develop and implement a CCAM research program, titled “Mobility Access, Links to Opportunity,” funded by [49 U.S.C. § 5312 – Public Transportation Innovation](#) and under the direction of the FTA Office of Research, Demonstration and Innovation, illustrating the impact of access to transportation on people’s lives (i.e., life/transit link) and CCAM partner agencies’ missions.
- Activity 1.3** Strengthen coordination between federally funded TA centers and the CCAM, by leveraging existing resources, to support mobility for all.
- Activity 1.4** Formalize CCAM personnel (i.e., designated position) within CCAM agencies.

GOAL 2

Promote the development of safer and more accessible transportation networks

- Activity 2.1** Encourage adoption of policies and plans that improve safe networks and access to transportation (e.g., [Complete Streets](#), zero death initiatives like [Vision Zero](#)) to improve physical and personal safety and well-being.

GOAL 3

Address CCAM agency policies that impede transportation coordination

- Activity 3.1** Clarify policies to improve non-emergency medical transportation (NEMT) and transportation coordination that better serves diverse community needs.

GOAL 1 | Strengthen the CCAM and improve multisector collaboration at all levels and across jurisdictions

THE CCAM ASKED ITS COMMUNITY...

What specific actions or partnerships can help reduce the barriers or challenges your agency is experiencing?

You cannot solve a problem you do not know exists. Awareness of shared problems will allow for shared coordination to address the problem across agencies. ~USDA Rural Department (RD)

From my previous experience, if there was a lack of transportation, it was an opportunity to partner with local organizations to get a bus pass or another funding agency that could provide a gas card. ~DOL Veterans' Employment and Training Service (VETS)

A significant obstacle for many people seeking reliable transportation is a lack of awareness of how to access available transportation services and resources. Necessary transportation services may exist, but people are unaware of them. From potentially missing a court date that impacts child custody to being late for a job interview, insufficient information regarding access to transportation makes everyday life more challenging, particularly for underserved communities where transportation may be less reliable or accessible.

MULTISECTOR PARTNERSHIP IN ACTION

Mobility Ohio

Mission Deliver more convenient and reliable transportation services to meet customers' needs in the community.

Approach Collaborate with 14 State agencies, including the Ohio Department of Aging, Ohio Department of Health, and Ohio Department of Transportation, that invest \$500 million annually to transport their customers to jobs, medical care, and other destinations.

Funding Through a \$2.8 million grant from FTA's Innovative Coordinated Access and Mobility (ICAM) grants program, Mobility Ohio launched a pilot program in four counties to make public transportation easier to navigate and more efficient. After the pilot, the Mobility Ohio program will be deployed statewide.

Together, the partner agencies can strengthen the CCAM by promoting resources across multiple sectors, connecting access to transportation and the impact on people's lives with data, and establishing dedicated positions within CCAM partner agencies. Collectively, the CCAM partners have expansive networks ready for multisector collaboration that include national, State, and local organizations and associations. The goal is to strengthen the CCAM through relationships with these organizations and associations, especially at the State and local levels, which have the greatest knowledge of communities' needs, and provide them with access to streamlined resources that raise awareness where it has the most impact.

Through various strategies, the CCAM will help provide mobility options that meet people's needs and close transportation service gaps, better connecting them to their communities and increasing the effectiveness of CCAM partners' programs.

Activity 1.1

Create and manage a CCAM national technical assistance (TA) center that works across multiple sectors and builds mobility management capacity, connecting regional, State, and local CCAM partners to improve transportation access.

The CCAM partner agencies are proactively engaging with multisector national, State, and local organizations and associations to set up more structured channels for coordinating transportation resources. Once established, the CCAM national TA center (Center) will act as a bridge organization between the CCAM partner agencies and coordinate among existing centers, such as the **CCAM-related TA centers funded by the FTA**. For the CCAM agencies who choose to commit funding towards the Center, each CCAM partner will administer their own statement(s) of work (SOW) and oversee their own funded project(s) with the Center. The participating CCAM partner agencies will jointly determine what strategies are necessary to address the mission, goals, and authorized activities of the Center. CCAM partner agencies will help gather information and develop resources for the Center that help promote transportation coordination.

What is a TA Center?

Technical assistance, or TA, refers to providing targeted support for broad development needs or problems. TA centers, often funded by Federal agencies, provide training, tools, and other resources to help grantees with implementing grant programs or providing effective services to their constituents.

The Center will have a focus on NEMT, including **Medicaid NEMT**, and will work across multiple sectors that span healthcare, education, community access, employment, and housing, and also encourage intergovernmental collaboration between Federal, regional, State, and local networks. Strategies include developing communications campaigns and disseminating best practices around planning and transportation coordination to help increase communities' awareness of available transportation options.

For example, CCAM stakeholders identified NEMT as a policy area where guidance clarification is needed, and the Center will help the CCAM provide concise guidance clarification and TA essential to NEMT implementation and transportation coordination.

Similarly, the FTA has heard that CCAM grantees are not familiar with the National Transit Database (NTD); therefore, the CCAM partner agencies will

CCAM-Related TA Centers

The National Aging and Disability Transportation Center (NADTC), a national TA center funded by the FTA, and co-administered with the HHS Administration for Community Living (ACL), conducted a national survey of older adults, young adults with disabilities, and their caregivers in 2018 and found that there was a lack of awareness about how consumers find transportation information. In response, NADTC launched [Every Ride Counts](#), a national communications campaign to promote the availability and accessibility of transportation options for older adults, people with disabilities, and caregivers in the communities. The goal is to help these groups learn about transportation options available in their communities and learn how to use them. Communities can customize and use NADTC's resources and campaign materials to spread awareness of their local transportation options.



[Transit Planning 4 All \(TP4A\)](#) is a transportation planning TA center that seeks to explore and promote the practice of inclusive planning. Funded by the ACL and in collaboration with the FTA, TP4A promotes the development and dissemination of best practices in transportation planning inclusive of people with disabilities and older adults. In 2020, TP4A selected three awardees for its Inclusive Mobility on Demand Grant program in Flagstaff, Arizona; Atlanta, Georgia; and Seattle, Washington. These awarded projects involve identifying, developing, and implementing mobility on demand solutions that respond to local transportation barriers and issues, and test a standard way of sharing trip data to support coordination and mobility on demand. The projects also engage people with disabilities, older adults, and caregivers in partnership with transportation, planning, and human services organizations.

clarify existing NTD guidance and share it to promote regional, State, and local planning and coordination efforts. The Center will also select communities and collaborate with the relevant local CCAM partner grantees to develop locally specific transportation communications campaigns. The local stakeholder input is crucial to creating responsive, community-based, accessible, culturally, and linguistically appropriate transportation communications campaigns that help improve awareness, access, and ridership.

The CCAM will work to include more stakeholder feedback into transportation planning and policy by inviting Statewide Independent Living Councils, State Councils on Developmental Disabilities, State and Territorial Health Departments, State Housing Authorities, State Labor Offices, and other stakeholders to the table. The FTA will develop and maintain a list that tracks this State-level CCAM stakeholder participation.

The CCAM partner agencies understand the importance of having open and inclusive conversations with diverse groups of on-the-ground stakeholders, and including their input into CCAM decisions regarding Federal transportation activities and policies. Acknowledging their impact encourages vested stakeholders to continue participating in the decision-making process.

ACTIVITY 1.1 | Performance Measures

Note: Most of Performance Measures 1.1.2 – 1.1.7 start after the completion of Performance Measure 1.1.1 once the Center is established and within one year of funding.

1 Performance Measure 1.1.1

By 2024, select one recipient from a Notice of Funding Opportunity (NOFO) to establish the CCAM national TA center.

Lead – DOT FTA

Support – All

2 Performance Measure 1.1.2

By 2024, participate in the development of a conceptual framework (i.e., logic model), addressing the roles and responsibilities of CCAM partner agency programs, for use in the [FAST Act Section 3006\(b\) ICAM Pilot Program Grants](#).

Lead – DOT FTA

Support – HHS CMS, HHS ACL, HHS CDC, SSA

3 Performance Measure 1.1.3

By 2026, develop communications best practices and select at least two (one each year once the CCAM national TA center is established) geographic communities to coordinate, develop, and share local community transportation communications campaigns to inform the public of local mobility options.

Lead – DOT FTA

Support – All

4 Performance Measure 1.1.4

By 2026, increase the number of community grants issued by FTA TA centers that explicitly include performance measures to track the impact of projects with multisector CCAM partners involved by 5% each year.

Lead – DOT FTA

Support – HHS CMS, HHS ACL, HHS CDC, SSA

5 Performance Measure 1.1.5

By 2026, clarify and promote existing FTA NTD guidance that increases transit agencies' coordination with transportation network companies (i.e., ridesourcing) to at least 250 entities each year.

Lead – DOT FTA

Support – All

6 Performance Measure 1.1.6

By 2026, convene at least four State roundtables (one each year) with State-level CCAM grantees (e.g., State Agency on Aging, State DOT, State Offices of Rural Health, etc.) and maintain at least 90% State-level CCAM grantee participation.

Lead – DOT FTA

Support – All

7 Performance Measure 1.1.7

By 2026, identify and engage with at least five new, relevant multisector national and State partners each year through the CCAM partner network to strengthen the CCAM's goals.

Lead – DOT FTA

Support – All

Activity 1.2

Develop and implement a CCAM research program, titled “Mobility Access, Links to Opportunity,” funded by 49 U.S.C. § 5312 – Public Transportation Innovation and under the direction of the FTA Office of Research, Demonstration and Innovation, illustrating the impact of access to transportation on people’s lives (i.e., life/transit link) and CCAM partner agencies’ missions.

Transportation plays an integral role in everyday lives, and the CCAM has captured anecdotal evidence highlighting the need for reliable transportation systems to access crucial services in both rural and urban areas. Quantitative data can further strengthen these real-life examples by illustrating a direct tie between access to transportation and aspects of people’s lives, such as access to health, food, and educational attainment. Currently, there is a lack of data that demonstrates this connection and measures the impact of increased transportation access.

Once the link between everyday life and transportation is defined through the “Mobility Access, Links to Opportunity” program, the CCAM will have access to more concrete data illustrating transportation’s return on investment (ROI) on quality-of-life factors such as health, safety, employment, education, and more. The ROI could potentially show that increasing someone’s access to

transportation also increases their adherence to critical medical treatment or healthcare appointments, and ultimately improves their overall health. The CCAM partner program(s) that will be selected for the “Mobility Access, Links to Opportunity” program will be based on a willingness to share program outcome data, which will then be combined with data on the provision of transportation services. This program and data will establish a performance measure baseline and data gathering methodology.

“One idea for illustrating ROI from equitable transportation systems is to partner with public health to share what we already know about transportation as a social determinant of health (SdoH) and well-being. Elevating this part of the narrative may help us define best practices and performance measures.”

~Big Cities Health Coalition

Demonstrated ROI from equitable transportation systems presents a more compelling case for partner agencies to engage in transportation coordination by providing additional resources. The results will encourage CCAM partners to continue actively participating in CCAM activities and may influence other agencies to participate more.

The Health and Transportation Nexus Project

A project from the University of Minnesota, funded by the [Minnesota Department of Transportation \(MnDOT\)](#), found that transportation is a crucial contributor to health. “Transportation organizations across the nation have increasingly incorporated health considerations into transportation planning practices.”

The project integrates SdoH with three defined transportation-health pathway frameworks, since SdoH (e.g., employment, housing, access to healthy food) influence health equity and outcomes (e.g., life expectancy, healthcare expenses). Those three frameworks include:

- Social inclusion (i.e., access to places and people),
- Behavioral health (i.e., opportunities for physical activity, social interaction, etc.), and
- Environmental health (i.e., safety from crashes, pollution, etc.).



ACTIVITY 1.2 | Performance Measures

1 Performance Measure 1.2.1

By 2024, complete a summary report evaluating the CCAM agencies’ effort, including areas of improvement and recommendations, to connect public transit with programmatic outcomes.

Lead – DOT FTA

Support – All

2 Performance Measure 1.2.2

By 2025, identify one CCAM partner program to demonstrate how transit can enhance one’s life.

Lead – DOT FTA

Support – All

3 Performance Measure 1.2.3

By 2026, make one research project selection to illustrate Mobility Access, Links to Opportunity (life/transit link).

Lead – DOT FTA

Support – All

Activity 1.3

Strengthen coordination between federally funded TA centers and the CCAM, by leveraging existing resources, to support mobility for all.

The CCAM partner agencies have valuable tools and resources, such as TA centers, that can be leveraged and shared with broader audiences through their networks. The CCAM partner agencies will track and report on the relevant TA centers that the CCAM national TA center should be engaging with on an annual basis. To effectively promote resources across multiple sectors, the CCAM partner agencies and their relevant TA centers will assess best practices for accessible, culturally and linguistically appropriate communications and implement when appropriate, through partner agencies’ websites, listservs, and more. As a result, communities will have increased access to transportation-related resources and increased awareness of the transportation options available to them. Metrics associated with these channels will be tracked

to measure how well the CCAM partner agencies are communicating with stakeholders and measure how the CCAM’s reach grows. With these metrics, the CCAM partners can adapt and tailor communications to better reach target audiences or communities.

Within the HHS ACL, the **Eldercare Locator** has been a helpful service that has been connecting older adults and their caregivers to local support resources since 1991. The CCAM partners can help increase referrals to the Eldercare Locator to support more constituents beyond ACL’s by marketing the service to broader networks. This also provides an opportunity to identify other relevant resources that can support the CCAM partners’ constituents, such as ACL’s Centers for Independent Living, the Centers for Disease Control and Prevention’s (CDC) **MyMobility Plan** that helps older adults maintain optimal mobility as they age, and this **Rural Transportation Toolkit** from the Rural Health Information Hub that contains resources for developing, implementing, and evaluating rural transportation programs.

What are the Eldercare Locator and DIAL?

The Eldercare Locator and DIAL are national information and referral resources that provide support on a broad range of topics, including transportation, housing, and community-based services—with transportation being the top priority. For example, according to a 2018 Eldercare Locator Data Report, “older adults living in rural areas where transportation options are not as widely available as they are in urban areas” may call Eldercare Locator’s Call Center that will help them get a ride to run errands through the local Area Agencies on Aging. Among numerous resources for these hotlines is a brochure describing transportation options for older adults and people with disabilities so these groups are more aware of services that can suit their needs.

The CCAM partners can also help increase referrals to ACL’s **Disability Information and Access Line (DIAL)**, that was launched in partnership with the CDC in May 2021 by leveraging the Eldercare Locator’s Call Center infrastructure and decades of expertise. The DIAL was created to rapidly respond to the needs of people with disabilities during the COVID-19 pandemic. The DIAL provides information about and connects people with disabilities to community-based supports and services that they may be eligible for to live independently, go to school and work, and fully participate in all of life’s activities—including accessible transportation.

The Eldercare Locator and DIAL have also played a critical role in helping older adults and people with disabilities get vaccinated and access COVID-19 tests by connecting them to organizations in their communities. They have been able to make vaccination appointments, obtain transportation to vaccination locations, and receive help with ordering free at-home test kits and administering self-tests.



TA Centers at the Department of Education

The ED’s Rehabilitation Services Administration (RSA) is one of many CCAM partner agencies that fund TA centers. RSA currently funds five TA centers that support State agencies. One of these TA centers is the Older Individuals who are Blind Technical Assistance Center (OIB-TAC), which provides training and TA to designated State agencies that provide vocational rehabilitation services to individuals who are blind. The OIB-TAC hosts webinars and trainings for resources, such as the Eldercare Locator and transportation options for older adults with vision loss that the CCAM partners and their grantees can leverage.

ACTIVITY 1.3 | Performance Measures

Performance Measure 1.3.1

- 1 By 2026, the CCAM will utilize the CCAM national TA center to engage and coordinate with at least five additional federally funded TA centers each year.
 - Lead – DOT FTA
 - Support – All

Performance Measure 1.3.2

- 2 By 2026, increase communication-related metrics (e.g., email open rates, resource website page views) by 5% each year by partnering and promoting CCAM national TA center resources.
 - Lead – DOT FTA
 - Support – All

3 Performance Measure 1.3.3

By 2026, the CCAM will utilize the CCAM national TA center to increase referrals to the Eldercare Locator and DIAL for transportation assistance.

Lead – HHS ACL

Support – DOT FTA, HHS CDC

4 Performance Measure 1.3.4

By 2026, increase the number of activities in FTA-funded TA centers’ SOWs that explicitly encourage State-level transportation coordination across human services agencies and public transit agencies and involvement of State departments of transportation to 25%, and then increase by 5% each year thereafter.

Lead – DOT FTA

Support – All

ACTIVITY 1.4 | Performance Measures

1 Performance Measure 1.4.1

By 2026, 60% of the 11 CCAM departments appoint at least one permanent designated position to conduct CCAM activities.

Lead – DOT FTA

Support – All

2 Performance Measure 1.4.2

By 2026, assess and recommend the organizational structure and staffing of FTA’s CCAM responsibilities.

Lead – DOT FTA

Support – DOT FTA

Activity 1.4

Formalize CCAM personnel (i.e., designated position) within CCAM agencies.

The CCAM can only succeed when the partner agencies commit agency personnel. Moving forward, the CCAM aims to formalize the partners’ involvement by establishing a designated position (not a specific individual) within each partner agency.* The Federal staff who step into this designated position within their respective agencies are responsible for prioritizing and conducting relevant CCAM activities, as well as maintaining communication with other CCAM partner agencies. They will support the CCAM’s mission, goals, and activities in ways that best serve their agencies’ constituents. By designating a formal CCAM position within each agency, changes in staff will not disrupt CCAM progress. With this strategy, the CCAM always has a POC within each partner agency to continue and strengthen their transportation coordination efforts.

*Note: See **Appendix B: CCAM Strategic Communications Plan and Implementation Strategy** for a proposed list of designated positions within CCAM agencies.



GOAL 2 | Promote the development of safer and more accessible transportation networks

THE CCAM ASKED ITS COMMUNITY...

What does equity in transportation mean to you?

‘Safety’—users should be able to access transportation/community resources safely and without fear of crime or accident. ~HHS CDC

Safety is a critical element because transportation is only useful if it can be accessed safely. ~ED RSA

Safe and accessible transportation networks are fundamental to equitably accessing everyday destinations and essential resources. The CCAM partner agencies and national organizations—representing rural communities, youth, older adults, Tribes, Veterans, and persons with disabilities—emphasized the importance of safer and more accessible routes to transportation services.

Routes to transportation include pedestrian and bicycle infrastructure and shared use paths, such as sidewalks, bike paths, curb ramps, landscape buffers, crosswalks, and pedestrian signals. Unsafe and inaccessible passageways to get to transportation can prohibit individuals from using the services or from accessing their ultimate destination. If sidewalks leading to a bus stop cannot accommodate a wheelchair, some users may not be able to access everyday

State Approach to Non-Driver Transportation Planning: Wisconsin Department of Transportation (WisDOT) Non-Driver ArcGIS

The WisDOT found that more than one million people in Wisconsin are non-drivers—many of whom are older adults, individuals with disabilities, young people, and low-income individuals. WisDOT developed an [ArcGIS tool](#) that maps the location of these non-drivers within the State, which helps policy makers, transportation planners, and mobility providers align transportation resources with underserved populations.

destinations. Similarly, if a pathway from the grocery store to the train station is not equipped with adequate lighting, the user may feel unsafe walking to the train after dark for fear of crime or injury, which most often occur in low light conditions, limiting when they can conduct essential activities.

Human services transportation is essential to rural communities, where pedestrian infrastructure may not be as readily available to connect individuals to their destinations. In rural communities, the focus is shifted to expanding complete trip services, and supporting infrastructure with programs such as the non-profit [Rural Transit Service](#) organization, which provides older adults in rural areas with door-to-door transportation via volunteer drivers. Because the needs of each community vary greatly, so too will the activities and policies the CCAM partner agencies work to implement. Goal 2 seeks to reduce these safety and access barriers, and enable users to independently reach community destinations.

Activity 2.1

Encourage adoption of policies and plans that improve safe networks and access to transportation (e.g., [Complete Streets](#), [zero death initiatives like Vision Zero](#)) to improve physical and personal safety and well-being.

The CCAM partner agencies will collaborate to leverage existing guidance and funding to accelerate local projects working to make transportation systems safer and more accessible. DOT and national organizations, such as American Public Transportation Association (APTA), National Association of City Transportation Officials (NACTO), and [Vision Zero](#), have programs dedicated to funding and supporting comprehensive approaches to “complete trip” network design, updates, and planning.

Each program seeks to address an aspect of transportation system accessibility and safety. Collectively, the work of these programs makes transportation usable and safe for more individuals and communities. Examples of the programs include [Complete Streets](#) and [Safe Streets and Roads for All \(SS4A\)](#). Additional best practice programs and funding opportunities are also captured below.

Federal research, support, and funding are available to increase transportation safety. The CCAM partner agencies will make existing resources accessible to local communities by using the capabilities of the Center and relationships established in Goal 1 to store them in one location, synthesize information, and communicate and disseminate it to local communities (e.g., State and local governments, urban planners, national organizations, and community resources such as schools, hospitals, and recreational centers) in order to maximize their reach.

Complete Streets

Complete Streets, supported by the Federal Highway Administration (FHWA), is an approach to planning, designing, building, operating, and maintaining streets that enables safe access for all people who need to use them, including pedestrians, bicyclists, motorists, and transit riders of all ages and abilities. The approach considers all modes of transportation (e.g., cars, bicycles, scooters, pedestrians, public transit) and user abilities to design infrastructure that can safely accommodate community needs, including accessing public transportation.

Example

“As a recent [analysis by Smart Growth America’s National Complete Streets Coalition](#) demonstrates, using a Complete Streets approach is one of the best transportation investments a community can make. Examining before and after data from 37 projects redesigned with Complete Streets goals, this study found:

Streets were safer: Automobile collisions declined in 70% of projects, and injuries declined in 56% of projects.

This safety has financial value: Each collision that a safer street helps to avoid represents avoided costs from emergency room visits, hospital charges,

rehabilitation, and doctor visits, as well as the cost of property damage. Within our sample, Complete Streets improvements collectively averted \$18.1 million in total collision costs in just one year.

Complete Streets encouraged multi-modal travel: The projects nearly always resulted in more biking, walking, and transit trips.

They are remarkably affordable: *The average cost of a Complete Streets project was just \$2.1 million—far less than the \$9 million average cost of projects in State transportation improvement plans. And 97% of Complete Streets projects cost less per mile than construction of an average high-cost arterial.*

They play an important role in economic development: These findings suggest that Complete Streets projects were supportive of higher employment, new businesses, and property values. Several projects saw significant private investment since their completion.”

Safe Streets and Roads for All (SS4A)

Safe Streets and Roads for All (SS4A) is a discretionary program, led by FHWA, with \$5 billion in appropriated funds to support regional, local, and Tribal initiatives through grants to prevent roadway deaths and serious injuries.

In May 2022, FHWA released the FY 2022 [NOFO](#) for the SS4A grant program for local and regional governments and eligible transit agencies to create and implement safety action plans. The program, funded at \$1 billion annually through FY 2026, will support cities, counties, towns, transit authorities, and Tribes with preventing roadway deaths and serious injuries by funding local [Vision Zero](#) projects and safety action plans. SS4A is an example of a Federal funding opportunity for communities to plan and improve the safety of infrastructure, such as crosswalks, signals, safe routes to school, and road buffers.

ACTIVITY 2.1 | Performance Measures**1 Performance Measure 2.1.1**

By 2025, the CCAM will utilize the CCAM national TA center to develop and disseminate best practices (e.g., bicycle and pedestrian infrastructure for access to transit, [Complete Streets](#), SS4A grants) for State and local transportation and cross-sector coordination and planning to help transit agencies better utilize available resources that improve community health, physical safety, and overall well-being.

Lead – DOT FTA

Support – DOT FHWA, HHS CDC, HHS ACL, NCD, ED RSA, SSA

Programs and Initiatives: Supporting communities with planning, implementing, and funding safe and accessible transportation infrastructure projects

Best Practices:

- Zero Deaths – Safe System Approach
- Complete Streets
- Vision Zero
- Road to Zero
- Toward Zero Deaths
- NACTO Transit Street Design Guide – “Complete System”
- Public Rights-of-Way Accessibility Guidelines (PROWAG)
- First Mile / Last Mile
- National Roadway Safety Strategy (NRSS)
- Safe Routes

Funding:

- Federal-Aid Highway Programs
- Federal Transit Administration Grant Programs
- Flex Funding for Transit Access
- DOT Safe Streets and Roads for All (SS4A) Grant Program
- Reconnecting Communities Pilot Program
- Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grants

GOAL 3 | Address CCAM agency policies that impede transportation coordination

THE CCAM ASKED ITS COMMUNITY...

What are the major transportation-related barriers or challenges in your field?

“Navigating the [policy] and making it work for all different areas at the local level” ~Association of Maternal & Child Health Programs

By providing concise guidance and a shared understanding of transportation resources, effective policies (those that are up-to-date, clear, comprehensive, and responsive) are essential to transportation coordination. The CCAM partner agencies and local stakeholders have stated that policies lacking clarity and defined resources reduce their ability to provide reliable and coordinated transportation to their constituents.

In response, the CCAM partner agencies identified and agreed to address transportation policy areas that require review and updates to better reflect the constituents they serve while aligning with existing legislation.

Federal, State, and local policies have direct impacts on an individual’s ability to use public and private transportation. Without reliable transportation, the 2.9 million Veterans enrolled in the VA’s Health Administration system (approximately 33% of all Veterans) that live in rural areas may be unable to reach their nearest outpatient facility for a medical appointment; while an individual seeking employment might not be able to access an American Job Center provided by DOL. Insufficient policies create gaps in transportation coordination that result in communities lacking reliable transportation and mobility options.

Policies that provide clear guidance, however, can maximize transportation coordination, resulting in increased transportation services that improve access to everyday destinations for transportation users. For example, providing the appropriate resources can make the difference in a child’s ability to attend school or a nearby 21st Century Community Learning Center provided by ED. By creating policies that support transportation coordination across CCAM programs or by

simply clarifying discrepancies inherent to insufficient policies, the CCAM can strengthen working relationships among CCAM partner agencies and encourage similar working relationships at other levels (regional, State, and local) to help CCAM stakeholders remedy gaps in reliable and safe transportation options.

Activity 3.1

Clarify policies to improve NEMT and transportation coordination that better serves diverse community needs.

The CCAM partner agencies intend to improve NEMT and transportation coordination by creating and publishing policy clarification guidance and TA resources, as well as updating existing policies. Better coordination regarding available resources allows transportation providers to improve services and mobility options for local communities.

Create and Publish Policy Guidance and TA Resources

Training and Operational Safety Requirements

To create a shared understanding of rules and regulations, the CCAM partner agencies will coordinate to standardize their training and operational safety requirements (to include drug and alcohol policies, as well as first aid policies for public transit drivers). Standardizing training and operational safety requirements allows transportation providers to maximize their operations by removing duplicative and unnecessary restrictions.

Similarly, uniform and clear guidelines improve equity in the hiring and employment process and increases the number of drivers that would otherwise be prevented from working. Standardization will make it easier for transportation providers and drivers to operate, fostering more reliable transportation options for users.

Transit’s Impact on Access to Schools

A study conducted by the University of Baltimore School of Law found that, “approximately 27,000 (32%) of approximately 84,000 Baltimore City public and charter school students rely on Maryland Transit Administration (MTA) transit services to get to school, representing 22% of MTA’s total ridership.”

Incidental Use Policy, Vehicle Sharing Policy, and Federal Fund Braiding Resource

The CCAM partner agencies will create a standardized vehicle sharing policy, incidental use policy, and an updated Federal fund braiding resource. These policies ease barriers for transportation providers and allow them to maximize their services for transportation users.

A CCAM vehicle sharing policy will allow multiple local CCAM grantees to utilize government-sponsored vehicles. For example, an FTA grantee operates public transit service Monday thru Friday, while the local senior center, [Centers for Independent Living](#), or nursing home uses the van on weekends.

Federal fund braiding involves using Federal funds from one grant program to fulfill the local match requirement of another Federal grant.

In addition, public transportation can be used to bring goods and services closer to communities and individuals through a standardized incidental use policy.



INCIDENTAL USE IN THE FIELD

The health and safety concerns stemming from the COVID-19 pandemic demonstrated to many public transit agencies the importance and impact of food delivery services. A recent survey conducted by the Small Urban and Rural Center on Mobility within the Upper Great Plains Transportation Institute at North Dakota State University revealed that, prior to the pandemic, 15% of public transit agencies (57 of 193) were delivering food to those in need. That number increased significantly during the pandemic as transit agencies devoted COVID-19 supplemental formula funding to combat food insecurity and minimize human contact, reducing the spread of the virus.

Public transit agencies are currently examining methods to maintain and increase food delivery services for vulnerable populations. In pursuing this effort, however, transit agencies have experienced roadblocks, including lack of coordination among key stakeholders and insufficient guidelines and regulations.

A solution that many respondents championed was clarifying regulations regarding incidental services, which would allow transportation providers to participate in food delivery services.

IN PRACTICE

Charlevoix County Transit Delivery Service

In Charlevoix County, Michigan, the county’s office expanded its transit services during the COVID-19 pandemic to include the delivery of groceries, prescriptions, and meals to residents. The delivery service helps essential services and goods reach people that would otherwise be unable to access them.

As one resident informed the county transit office, “Living alone, not being able to drive, limits my options.

Charlevoix County Transit [CCT] now allows me to do my shopping online and use CCT services for delivery... It used to be that I would walk to the store, and ride the bus on the return trip with my packages. Then, it was taking the bus both ways. Now that can be a daunting task, so I am grateful that [CCT’s] delivery service allows me to continue living independently.”

NEMT Clarification: ICAM Pilot Program

The FTA will develop a NOFO for the ICAM pilot program, and collaborate with the Centers for Medicare and Medicaid Services (CMS) to link directly to the CMS 2023 sub-regulatory guidance¹ within the NOFO. The FTA and CMS coordination on the ICAM NOFO will help inform potential applicants about flexibilities within Medicaid NEMT.

The NOFO will include information about how applicants can engage with their State Medicaid office to best understand and navigate the Medicaid NEMT rules and regulations. Developed through CCAM coordination, CMS will review the draft NOFO, and if necessary, provide edits to clarify Medicaid NEMT within the Federal Medicaid requirements. The NOFO will help clarify opportunities for State agency transportation coordination for a successful ICAM pilot program application.

¹ Under development; CMS plans to issue guidance in 2023 as a result of the Consolidated Appropriations Act, 2021, Division CC, Title II, Section 209

What is the ICAM Pilot Program?

The ICAM pilot program grants provide funding for projects to improve the coordination of NEMT for transportation riders. The grants are a continued effort by the FTA and CCAM to improve public transportation options through partnerships with health, transportation, and other service providers.

NEMT Clarification: Medicaid Coordination Fact Sheet

Through the CCAM, CMS and the FTA will collaborate to develop a Medicaid coordination fact sheet. The fact sheet will provide an overview of the Medicaid program, including responsibilities, choices, and opportunities within the program. The fact sheet will help inform State agencies about transportation coordination and engaging with their respective State Medicaid agency.

Once completed, the CCAM anticipates utilizing the Center to help disseminate the fact sheet to CCAM stakeholders. The fact sheet, developed through Federal agency coordination, will help break down agency silos, enabling CCAM grantees to better understand and coordinate the delivery of NEMT. Better coordination among CCAM grantees will improve transportation services for local communities, including rural areas which have fewer NEMT providers.

Mobility Management Policy

The CCAM partner agencies will create an official CCAM mobility management policy statement. The official CCAM mobility management policy statement will ensure consistent mobility management eligibility across the eligible Federal programs (as of 2019, mobility management was eligible under [73 CCAM programs](#)). From providing clarification to local transportation providers on what is permissible under funding rules, to answering questions from older adults regarding available transportation services, the mobility manager serves as a one-stop-shop regarding transportation and mobility options in the community they serve.

MOBILITY MANAGEMENT IN ACTION

“All of the resources DOL provides are only useful if constituents can get to and from their jobs/job placements... Office of Disability Employment Policy (ODEP) wants to ensure that anyone who needs a resume review or access to a job interview has the resources to available to them. To do so, mobility managers should be located in more [American Job Centers](#).”

~DOL Office of Disability Employment Policy

Update Existing Policies

FTA NTD Policy

During the CCAM listening session, public transit providers recommended that the FTA clarify NTD policy guidance on transportation coordination, including with neighboring public transit providers regarding carrying riders across jurisdictional boundaries. Issuing clarified policy guidance will encourage more local transportation providers to coordinate services.

The policy clarification will incentivize transportation coordination among public transit providers by providing access to formula funding driven by coordinated services. It will also benefit transportation users by reducing the modes of transportation and transportation stops to reach essential services in a nearby jurisdiction.

FTA Charter Service Regulation

Led by the FTA, the CCAM partner agencies plan to update the FTA Charter Service Regulation ([49 Code of Federal Regulations \[CFR\] Part 604](#) to provide on-the-ground stakeholders with an up-to-date Federal transportation coordination resource: [Charter Bus Service Rule and Guidance Appendix A: List of Federal Programs Providing Transportation Assistance](#). The Charter Regulations, which were intended to prevent federally subsidized transit agencies from unfairly competing with privately owned companies, contains a list of Federal CCAM programs that are exempt from the regulation. Updating the exception list will allow more than 60 additional Federal CCAM programs to utilize chartered services provided by FTA recipients, which increases the mobility options available for transportation-disadvantaged populations in need.

ACTIVITY 3.1 | Performance Measures

1 Performance Measure 3.1.1

By 2024, review Federal vehicle sharing guidance and issue an FTA vehicle sharing policy – one form of coordinated transportation that allows FTA grantees to innovate and promote partnerships with other CCAM grantees.

Lead – DOT FTA

Support – All

2 Performance Measure 3.1.2

By 2025, all CCAM agencies confirm their training and operational safety requirements for vehicle operators (e.g., drug and alcohol, first aid).

Lead – DOT FTA

Support – All

3 Performance Measure 3.1.3

By 2026, all relevant CCAM agencies participate in the development of a CCAM policy brief, with considerations addressing the differences in CCAM partner agency training and operational safety requirements.

Lead – DOT FTA

Support – To be determined based on outcome of Performance Measure 3.1.2

4 Performance Measure 3.1.4

By 2025, develop, publish, and promote a CCAM incidental use policy to bring goods and services (e.g., groceries, medications, library books, community health workers, etc.) directly to socially isolated individuals and communities.

Lead – DOT FTA

Support – All

5 Performance Measure 3.1.5

By 2025, develop, publish, and promote a public-facing Federal fund braiding resource that updates and consolidates multiple CCAM resources, to include the CCAM Program Inventory and CCAM Federal Fund Braiding Guide.

Lead – DOT FTA

Support – All

6 Performance Measure 3.1.6

By 2026, develop, publish, and promote an official CCAM mobility management policy statement to ensure consistent mobility management eligibility across Federal programs.

Lead – DOT FTA

Support – HHS ACL, ED RSA, DOT FHWA, SSA

7 Performance Measure 3.1.7

By 2026, reassess FTA NTD policy and provide guidance clarification on transportation coordination, including NEMT, that extends across jurisdictional boundaries (localities, county lines, etc.), or other boundaries.

Lead – DOT FTA

Support – HHS CDC, HHS ACL, SSA

8 Performance Measure 3.1.8

By 2026, update the FTA Charter Service Regulations (49 CFR Part 604), which implement 49 U.S.C. § 5323(d), [Appendix A to Part 604 – Listing of Human Service Federal Financial Assistance Programs](#), an inventory of Federal programs that provide transportation assistance for transportation-disadvantaged populations.

Lead – DOT FTA

Support – N/A

9 Performance Measure 3.1.9

By 2024, the FTA will draft the next NOFO for [Section 3006\(b\) of the FAST Act \(Pub. L. 114-94, Dec. 4, 2015\)](#) Pilot Program for ICAM and collaborate with CMS to link to the 2023 sub-regulatory guidance to help inform potential applicants about flexibilities within Medicaid NEMT.

Lead – DOT FTA

Support – HHS CMS

10 Performance Measure 3.1.10

By 2026, CMS and FTA will collaborate to develop a Medicaid coordination fact sheet to help inform transportation coordination partnership conversations between State Medicaid Agencies and State Departments of Transportation.

Lead – HHS CMS

Support – DOT FTA

Next Steps



performance measure’s progress, as well as its ongoing communications with stakeholders regarding their on-the-ground transportation needs.

As the Plan approaches its 2026 end date, the CCAM will begin preparations for its **Next Iteration**. A key component of the next iteration is to review the development and implementation of the 2023–2026 CCAM Strategic Plan and apply any lessons learned.

Implementation of the Plan requires continued collaboration among CCAM partner agencies, as well as ongoing communication with vested stakeholders including State and local governments, transportation providers, and national, State, and local organizations and associations. The extent of each CCAM partner agencies’ resource commitment depends on that agency’s roles and responsibilities pertaining to the performance measure (please reference *Appendix B: CCAM Strategic Communications Plan and Implementation Strategy* for additional information regarding roles and responsibilities). Performance Measure Lead Agencies will develop **Action Plans** to document the specific strategies needed to accomplish the performance measures.

Accomplishing the Plan only accounts for part of the CCAM’s mission. The CCAM partner agencies recognize that transportation needs evolve and, as a result, have created the Plan to respond to changes in the transportation landscape. CCAM partner agencies will participate in **Review Sessions**, informed by each



Appendix A: Acronym List

(Please note: the Federal department is listed in parentheses for its respective agencies.)

<i>Acronym</i>	<i>Definition</i>
ACF	Administration for Children and Families (HHS)
ACL	Administration for Community Living (HHS)
APTA	American Public Transportation Association
ATSSA	American Traffic Safety Services Association
BIA	Bureau of Indian Affairs (DOI)
BJA	Bureau of Justice Assistance (DOJ)
CCAM	Coordinating Council on Access and Mobility
CCT	Charlevoix County Transit
CDC	Centers for Disease Control and Prevention (HHS)
CFR	Code of Federal Regulations
CLC	Community Living Campaign
CMS	Centers for Medicare and Medicaid Services (HHS)
CPD	Office of Community Planning and Development (HUD)
DIAL	Disability Information and Access Line
DOI	U.S. Department of the Interior
DOJ	U.S. Department of Justice
DOL	U.S. Department of Labor
DOT	U.S. Department of Transportation
ED	U.S. Department of Education
ETA	Employment and Training Administration (DOL)
FAST	Fixing America's Surface Transportation
FHA	Federal Housing Administration (HUD)
FHWA	Federal Highway Administration (DOT)
FNS	Food and Nutrition Service (USDA)
FTA	Federal Transit Administration (DOT)
HHS	U.S. Department of Health and Human Services
HRSA	Health Resources and Services Administration (HHS)
HUD	U.S. Department of Housing and Urban Development
ICAM	Innovative Coordinated Access and Mobility
IHS	Indian Health Service (HHS)
MnDOT	Minnesota Department of Transportation
MTA	Maryland Transit Administration
NACCHO	National Association of County and City Health Officials
NACTO	National Association of City Transportation Officials

<i>Acronym</i>	<i>Definition</i>
NADTC	National Aging and Disability Transportation Center
NCD	National Council on Disability
NEMT	Non-emergency medical transportation
NHTSA	National Highway Traffic Safety Administration (DOT)
NIH	National Institutes of Health (HHS)
NOFO	Notice of Funding Opportunity
NTD	National Transit Database
ODEP	Office of Disability Employment Policy (DOL)
OIB-TAC	Older Individuals who are Blind Technical Assistance Center
OJJDP	Office of Juvenile Justice and Delinquency Prevention (DOJ)
ORDP	Office of Retirement and Disability Policy (SSA)
OSERS	Office of Special Education and Rehabilitative Services (ED)
OST	Office of the Secretary (DOT)
OWCP	Office of Workers' Compensation Programs (DOL)
PD&R	Office of Policy Development and Research (HUD)
PIH	Office of Public and Indian Housing (HUD)
POC	Point of contact
PROWAG	Public Rights-of-Way Accessibility Guidelines
RAISE	Rebuilding American Infrastructure with Sustainability and Equity
RD	Rural Development (USDA)
ROI	Return on investment
RSA	Rehabilitation Services Administration (ED)
SAMHSA	Substance Abuse and Mental Health Services Administration (HHS)
SDoH	Social determinant of health
SOW	Statement of work
SS4A	Safe Streets and Roads for All Program
SSA	U.S. Social Security Administration
SURTCOM	Small Urban, Rural, and Tribal Center on Mobility
TA	Technical assistance
TP4A	Transit Planning 4 All
U.S.	United States
USDA	U.S. Department of Agriculture
VA	U.S. Department of Veterans Affairs
VETS	Veterans' Employment and Training Service (DOL)
VHA	Veterans Health Administration (VA)
WisDOT	Wisconsin Department of Transportation

Appendix B: CCAM Strategic Communications Plan and Implementation Strategy

With the initiation of the 2023–2026 CCAM Strategic Plan, and in accordance with [Executive Order 13330](#), the CCAM seeks to establish and implement specific membership roles and responsibilities. Establishing roles and responsibilities increases the efficiency and impact of CCAM activities and performance measures, reduces duplication of efforts among the CCAM departments, and creates a system of CCAM member agency accountability. This appendix provides an overview of the roles and responsibilities of the CCAM departments and their respective designee agencies with respect to the implementation of the CCAM Strategic Plan. This appendix describes how CCAM member agencies will communicate and collaborate with each other to implement the Plan. Communications mechanisms with external stakeholders are described in the performance measures of the Plan (Performance Measures 1.1.3 and 1.3.2).

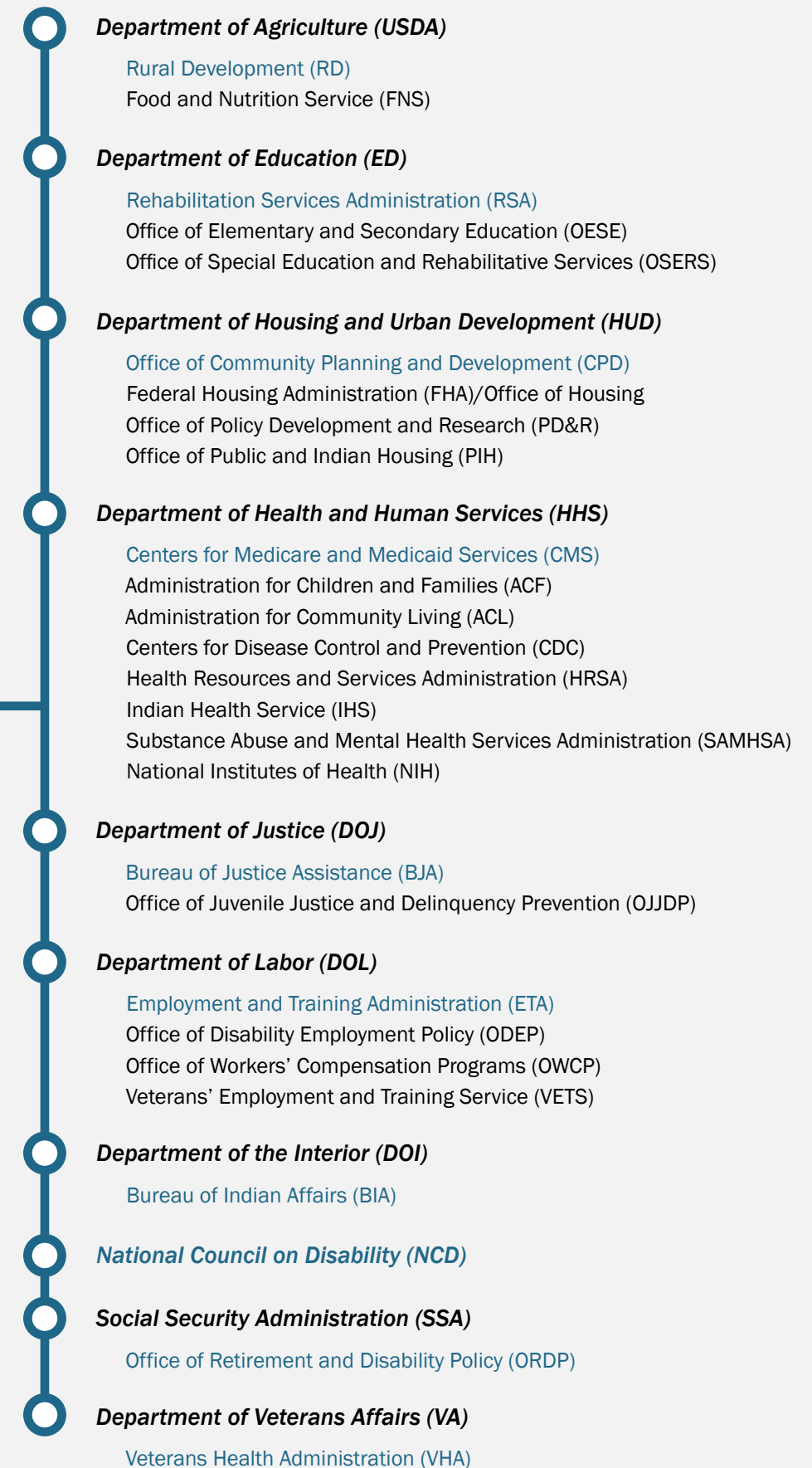
This communications plan is effective upon adoption of the 2023–2026 CCAM Strategic Plan and remains in effect throughout the life of the Plan. Participation in the CCAM takes place at the agency level, based on the uniform standards and the CCAM roles and responsibilities outlined in this appendix.

The FTA leads the CCAM, on behalf of the Secretary of Transportation within the DOT, with the 10 additional department leaders forming the rest of the CCAM’s official membership, as detailed below in **Figure 1**. The roles and responsibilities provided for all member agencies in this appendix serve as guidance for how the CCAM operates to realize its mission and implement the 2023–2026 CCAM Strategic Plan.

The structure of CCAM department representation—which consists of one (1) voting CCAM Lead Agency, determined by the number of CCAM-relevant programs and amount of funding, and additional relevant CCAM Participating Agencies supporting in non-voting advisory roles—is reflected across all relevant CCAM departments. For example, the FTA, as the largest funder of CCAM-related programs, is the voting CCAM Lead Agency on behalf of DOT; however, FHWA also supports the CCAM in a non-voting role. Note that some CCAM departments only have one relevant agency or office.

Department of Transportation (DOT)
 Federal Transit Administration (FTA)
 Federal Highway Administration (FHWA)

Figure 1. The CCAM’s Structure, with CCAM Lead and Participating Agencies. Lead Agencies are indicated in blue.



CCAM Roles

The following defines the organizational and individual roles within the CCAM.

CCAM Chair

- The FTA, on behalf of DOT, continues to lead the CCAM and serve as DOT's Lead Agency.
- Designates permanent position to carry out CCAM responsibilities, in alignment with *Performance Measure 1.4.1*.
- Convenes all formal CCAM meetings.
- Sets meeting agendas, delegates meeting responsibilities, and tracks action items.
- Distributes CCAM communications from the CCAM inbox (CCAM@dot.gov).
- Manages the DOT CCAM webpage.
- Facilitates or delegates facilitation roles at CCAM working groups or sessions.
- Conducts Review Sessions to review the Plan's progress and implements lessons learned.
- Coordinates with respective stakeholder and constituent groups on behalf of the CCAM.
- Develops next iteration of the Strategic Plan.

CCAM Lead Agency

- One agency within each CCAM department is designated as the Lead and serves as the CCAM leader on behalf of its department.
- Designates a permanent position to carry out CCAM responsibilities, in alignment with *Performance Measure 1.4.1*.
- Acts as voting CCAM member.
- For certain responsibilities (e.g., document concurrence), facilitates and directs CCAM Participating Agency input.
- Maintains and updates relevant CCAM content on agency webpages.
- Coordinates with respective stakeholder groups and networks on behalf of the CCAM.

CCAM Participating Agency

- Provides advisory support and expertise to the CCAM.
- Designates a permanent position to carry out CCAM responsibilities, in alignment with *Performance Measure 1.4.1*.
- Encouraged to participate in CCAM-related activities, unless explicitly told otherwise, but are not expected to contribute to the CCAM in a leadership capacity.
- Collaborates with their respective CCAM Lead Agency.
- Acts as non-voting CCAM member.
- Maintains and updates relevant CCAM content on agency webpages.
- Coordinates with respective stakeholder and constituent groups on behalf of the CCAM.

Leadership POC - CCAM Lead and Participating Agencies

- Determines a staff-level POC to liaise with the CCAM on a regular basis.
- Stays abreast of progress and agency involvement in the CCAM.
- For CCAM Lead Agencies **only**:
 - Serves as the voting representative for each department on official CCAM matters.
 - Ensures the attendance of a representative, level GS-15 or higher, at formal voting CCAM Meetings; the FTA provides sufficient notice to CCAM Lead Agencies regarding meetings that require voting and will submit necessary briefing materials in advance, as appropriate.
 - Determines their own voting representatives (voting representatives may be the leader of the agency or an alternate representative, so long as that person is level GS-15 or higher).

Staff-Level POC – CCAM Lead and Participating Agencies

- Attends formal CCAM Meetings, CCAM working sessions, coordinates with the other agency contacts, and establishes a regular cadence of communications with FTA on CCAM-related matters.
- Coordinates across all relevant CCAM agencies within their CCAM department to ensure coordination is taking place at all levels.
- Documents all CCAM-related work and documentation in the CCAM collaboration site.
- Informs the FTA about the departure of a POC and shares the name and contact information for a replacement POC within a reasonable amount of time.
- Prepares the incoming POC to ensure continuity for CCAM communications, when possible.

In alignment with *Performance Measure 1.4.1*, the following table defines the future designated CCAM position within each agency, based on participation in the development of this Plan. The FTA, on behalf of the CCAM, maintains an up-to-date list of all associated CCAM leadership and staff-level POCs. If a CCAM agency would like to change their designated position, they can do so by providing a justification for the change, as well as an alternate and equivalent position to CCAM@dot.gov.

Department	Agency	Office	Position	POC as of 10/2022
Department of Agriculture (USDA)	Rural Development (RD)	Office of the Under Secretary	Senior Advisor	Olugbenga Ajilore
Department of Agriculture (USDA)	Food and Nutrition Service (FNS)	N/A – office listed under “Agency”	Chief of Staff, Food, Nutrition and Consumer Services (FNCS)	Deborah Swerdlow
Department of Education (ED)	Office of Special Education and Rehabilitative Services (OSERS)	Rehabilitation Services Administration (RSA)	Chief of RSA’s Technical Assistance Unit	Edward Vitelli
Department of Education (ED)	Office of Special Education and Rehabilitative Services (OSERS)	Rehabilitation Services Administration (RSA)	Acting Commissioner of RSA	Carol Dobak
Department of Education (ED)	Office of Special Education and Rehabilitative Services (OSERS)	Office of the Assistant Secretary	Deputy Assistant Secretary for Management and Planning	Erin McHugh
Department of Health and Human Services (HHS)	Centers for Medicare and Medicaid Services (CMS)	Division of Benefits and Coverage	Technical Director	Sheri Gaskins

Department	Agency	Office	Position	POC as of 10/2022
Department of Health and Human Services (HHS)	Administration for Children and Families (ACF)	Office of Community Services	Senior Policy Advisor	Dr. Yolanda Butler
Department of Health and Human Services (HHS)	Administration for Community Living (ACL)	Office of Interagency Innovation	Director of the Office of Interagency Innovation	Lori Gerhard
Department of Health and Human Services (HHS)	Centers for Disease Control and Prevention (CDC)	Office of the Director	Senior Policy Analyst	Wendy Heaps
Department of Health and Human Services (HHS)	Health Resources and Services Administration (HRSA)	Office of Planning, Analysis and Evaluation	Director of Strategic Initiatives	Melissa Ryan
Department of Health and Human Services (HHS)	Indian Health Service (IHS)	Office of the Director	IHS Senior Advisor	Elizabeth Carr
Department of Health and Human Services (HHS)	Substance Abuse and Mental Health Services Administration (SAMHSA)	Office of the Assistant Secretary for Mental Health and Substance Use	Senior Advisor, Recovery	Dona M. Dmitrovic
Department of Health and Human Services (HHS)	National Institutes of Health (NIH)	Division of Behavioral and Social Research	Deputy Director, Division of Behavioral and Social Research, National Institute on Aging	Dr. Dana Plude
Department of Housing and Urban Development (HUD)	Office of Community Planning and Development (CPD)	Office of the Deputy Assistant Secretary for Economic Development	Senior Community Planning and Development Specialist	Erich Yost

Department	Agency	Office	Position	POC as of 10/2022
Department of Housing and Urban Development (HUD)	Office of Community Planning and Development (CPD)	N/A – office listed under “Agency”	Special Assistant Community Planning and Development	Kera Package
Department of Housing and Urban Development (HUD)	Federal Housing Administration (FHA)/Office of Housing	N/A – office listed under “Agency”	Principal Deputy Assistant Secretary	N/A
Department of Housing and Urban Development (HUD)	Office of Policy Development and Research (PD&R)	N/A – office listed under “Agency”	General Deputy Assistant Secretary	Todd Richardson
Department of Housing and Urban Development (HUD)	Office of Public and Indian Housing (PIH)	N/A – office listed under “Agency”	Special Assistant	Stephen Lucas
Department of the Interior (DOI)	Bureau of Indian Affairs (BIA)	Division of Human Services	Division Chief - Human Services	Evangeline Campbell
Department of Justice (DOJ)	Bureau of Justice Assistance (BJA)	N/A – office listed under “Agency”	Director of Criminal Justice Innovation, Development and Engagement	Karen Friedman
Department of Justice (DOJ)	Office of Juvenile Justice and Delinquency Prevention (OJJDP)	Office of the Administrator	Senior Policy Advisor	Andrea Coleman
Department of Labor (DOL)	Office of Disability Employment Policy (ODEP)	Division of Policy Development	Supervisory Policy Advisor	Michael Reardon

Department	Agency	Office	Position	POC as of 10/2022
Department of Labor (DOL)	Office of Workers’ Compensation Programs (OWCP)	N/A – office listed under “Agency”	Deputy Director	Nancy J. Griswold
Department of Labor (DOL)	Veterans’ Employment and Training Service (VETS)	Office of Research and Policy	Research Analyst for Disabled Veteran Program	Micah Foster
National Council of Disability (NCD)	N/A	Policy & Legal Team	Senior Attorney-Advisor	Amy Nicholas
Social Security Administration (SSA)	Office of Retirement and Disability Policy (ORDP)	N/A – office listed under “Agency”	Social Insurance Specialist, Office of Research, Demonstration, and Employment Support	Debra Tidwell-Peters
Department of Veterans Affairs (VA)	Veterans Health Administration (VHA)	Office of Care Management and Social Work Services	National Director of Social Work	Jennifer Koget
Department of Transportation (DOT)	Federal Highway Administration (FHWA)	Office of Planning, Environment, & Realty	Director, Office of Human Environment	Shari Schaftlein
Department of Transportation (DOT)	Federal Transit Administration (FTA)	Office of Program Management	Senior Program Analyst	Danielle Nelson

Collaboration and Knowledge Management

The FTA, as the CCAM Chair, will establish a CCAM collaboration site where document development, review, and concurrence will be placed. The CCAM collaboration site will serve as a document repository to store and share CCAM-related materials of all sizes with flexible permissions to allow access to CCAM users across the Federal Government.

Meeting Attendance

Staff-level CCAM-related meetings will take place on a quarterly basis (approximately) after the adoption of the 2023–2026 CCAM Strategic Plan. More frequent meetings may occur as needed based on performance measure project plans and milestones.

CCAM Lead Agency

- Send staff-level POC and any additional relevant staff, as needed, to meetings.
 - The FTA may request that CCAM Lead Agencies drive certain agenda items or facilitate portions of a meeting, as relevant.
 - The FTA communicates these expectations ahead of time.
- Attend meetings prepared to participate.
 - In instances where the main POC is unable to attend a meeting, CCAM Lead Agencies ensure that a suitable representative attend instead.
- Communicate with agency leadership regarding progress and agency involvement.

CCAM Participating Agency

- Encourage staff-level POC and any additional relevant staff, as needed, to attend meetings.
- Participate in the meetings, but not be expected to lead meetings or drive agenda items, other than in special circumstances, such as the agency is leading the execution of a performance measure.
 - The FTA communicates these expectations ahead of time.
- Communicate ahead of time with FTA whether they will send a representative to CCAM-related meetings.
- Communicate with agency leadership regarding progress and agency involvement.

Document Review and Concurrence

Document Review and Concurrence will be required for official CCAM documentation, and for any documentation (e.g., policies, guidance) as defined as part of the performance measures. Agency POCs will be given adequate time for review and non-responses will be considered concurrence.

CCAM Lead Agency

- Drive CCAM document review and concurrence on behalf of its respective CCAM department and/or agency.
- Actively engage in the document review concurrence process.
- Respond to FTA in a prompt and thoughtful manner when providing input on CCAM documents.
- Respond to document concurrence rather than use silence as concurrence.
- Responsible for gathering the input of Participating Agencies within its respective CCAM agency, when necessary.
 - The FTA clearly communicates expectations for document concurrence.

CCAM Participating Agency

- Provide review and input directly to the Lead Agency designated at its respective CCAM agency rather than to FTA, unless otherwise indicated, such as the agency is leading the execution of a performance measure.
- Communicate clearly and promptly with the respective Lead Agency if unable to complete a request.

Performance Measure Accountability

After the adoption of the 2023–2026 CCAM Strategic Plan, the Performance Measure Lead will collaborate with the CCAM and FTA to develop action plans that document how performance measures can be accomplished (to include strategies, necessary resources, relevant messaging, etc.). All agencies are responsible for tracking and reporting activities related to CCAM goals in coordination with the FTA. In the Strategic Plan, each performance measure has a defined Performance Measure Lead and Support Agency. The following table details the specific responsibilities for each role, with the expectation that staff-level POCs will perform the work, keeping agency leadership involved as needed.

Performance Measure Lead

- Identify and allocate the appropriate funding and non-funding resources to accomplish performance measures.
- Develop detailed action plans and other appropriate project documentation (e.g., project plans, SOWs) in support of a performance measure.
- Guide and direct Performance Measure Support Agencies in carrying out action plans, project plans with major milestones, and other project documentation.
- Manage and oversee progress.
- Identify and coordinate with other CCAM departments and agencies required to accomplish the performance measure, as needed.
- Provide frequent and regular status and progress updates.
- Schedule meetings with all involved parties to communicate progress against the performance measure.
- Identify risk and develop associated mitigation strategies.

Performance Measure Support

- Allocate the appropriate resources to accomplish performance measures based on coordination with Performance Measure Lead Agency.
- Provide subject matter expertise needed to accomplish the performance measure.
- Identify risk and develop associated mitigation strategies.



Appendix C: CCAM Lexicon

The CCAM Lexicon is comprised of terms established by various Federal agencies, such as DOT and HHS, as well as working groups the CCAM hosted in previous years. The definitions included in the CCAM Lexicon do not supersede those that have been established by any Federal entity. The Lexicon, originally developed in 2019, has been updated to include additional terms and may be updated further periodically.

Note: Not all of the terms below are referenced in the 2023–2026 CCAM Strategic Plan, but are included to establish a common understanding.

<i>Term</i>	<i>Definition</i>
Access	The ability for anyone to conduct activities of daily living throughout the community. Access is enabled by transportation that brings the individual to everyday destinations (e.g., place of employment, school, housing) and the community (e.g., recreational facilities, parks, social supports) or brings the essential resources to the individual (e.g., medical care, groceries, prescriptions, technology).
Accessibility	Transportation systems that are easy for anyone to use and allow individuals to reach desired services and activities.
Affordability	Transportation options that are not cost prohibitive to users of varied financial means. Ability to travel to and from the community, work, and essential services at a cost relative to the amount the user is able to pay.
Allocated Cost Model	A method of allocating trip costs by identifying trip purpose and customer eligibility, then assigning costs to human service organizations and Federal programs accordingly.
“Center”	The forthcoming CCAM national technical assistance (TA) Center, tasked with developing and disseminating TA and resources for vested stakeholders.

<i>Term</i>	<i>Definition</i>
<u>Charter Rule</u>	FTA’s Charter Service Regulations (49 CFR Part 604), which implement 49 U.S.C. 5323(d), protect private charter operators from unauthorized competition from FTA grant recipients. In essence, the charter regulations were implemented to ensure that transit agencies, subsidized with Federal money, do not unfairly compete with privately owned bus companies. Under the charter rules, with limited exceptions, local transit agencies are restricted from operating chartered services.
Charter Service	Transportation provided on a temporary basis that is either contracted for exclusive use by a third party or provided to the public for events that occur irregularly and/or for a limited period of time.
<u>Complete Streets</u>	Streets designed and operated to enable safe use and support mobility for all users. Those include people of all ages and abilities, regardless of whether they are travelling as drivers, pedestrians, bicyclists, or public transportation riders. The concept of Complete Streets encompasses many approaches to planning, designing, and operating roadways and rights of way with all users in mind to make the transportation network safer and more efficient. Complete Street policies are set at the regional, State, and local levels and are frequently supported by roadway design guidelines.
Cost Allocation	Financial planning method used to assign a cost, or a group of costs, to one or more parties or cost objectives in reasonable proportion to the benefit received.
Cost Sharing	A resource sharing strategy in which two or more partners provide a proportionate share of the total costs of a project according to a formula that is determined by the partners to be equitable based on the benefit received.
Cost Sharing Policy	A set of principles that will guide cost allocation and resource sharing decisions and encourage funding recipients to adopt and implement cost sharing.

Appendix C: CCAM Lexicon (continued)

<i>Term</i>	<i>Definition</i>
Demand Response Transportation	Non-fixed route transportation that requires advanced scheduling by the customer.
<u>Disadvantaged Communities</u>	Communities that experience disproportionately high and adverse health, environmental, climate related, economic, and other cumulative impacts.
<u>Eldercare Locator</u>	A nationwide service that connects older Americans and their caregivers with trustworthy local support resources. Since 1991, the Eldercare Locator has been linking those who need assistance with State and local agencies on aging, as well as community-based organizations that serve older adults and their caregivers.
<u>Equity</u>	Transportation access that is systematically fair and just for all individuals. Transportation systems connect users to their destination in a manner that is aligned to the community and attuned to the needs of local users, including ability, income, and social context.
<u>Federal Fund Braiding</u>	When funds from one Federal program are used to meet the match requirements of another. The term “braiding” describes multiple independent funding streams coming together to fund a single project. These Federal funding “strands” never lose their identity and grantees report to both participating agencies regarding how specific funds are spent.
<u>First Mile / Last Mile (FM/LM)</u>	The problem of getting to transit (first mile) and getting to your final destination (last mile).
Fixed Route Transportation	Transportation in which a vehicle is operated along a prescribed route according to a fixed schedule.
Fully Allocated Cost	Total cost of providing a transportation service that takes into account both direct and indirect expenses.

<i>Term</i>	<i>Definition</i>
<u>Incidental Use</u>	Incidental use occurs when FTA grant recipients allow the use of federally funded asset (e.g., van) by another public or private entity for non-transit purposes. The non-transit activity may not reduce or limit transit service. Incidental use of federally funded assets is permitted for recipients of funding under all FTA grant programs.
<u>Matching Funds</u>	The required non-Federal share in federally supported grants or contracts.
<u>Mobility</u>	Transportation options that maximize independence. Transportation provided to the community is constructed to support users of varying abilities (i.e., physical, sight, hearing, mental, and/or language abilities).
<u>Mobility Management</u>	An innovative approach for managing and delivering coordinated transportation services to customers, including older adults, people with disabilities, and individuals with lower incomes. Mobility management focuses on meeting individual customer needs through a wide range of transportation options and service providers. It also focuses on coordinating these services and providers to achieve a more efficient transportation service delivery system.
<u>Mobility Manager</u>	Mobility managers serve as policy coordinators, operations service brokers, and customer travel navigators. As policy coordinators, mobility managers help communities develop coordination plans, programs, and policies, and build local partnerships. They also work to promote land-use policies that favor transit-oriented development, public transportation, and pedestrian access. As brokers, they coordinate transportation services among all customer groups, service providers, and funding agencies. And, as travel navigators, they work with human service agencies and/or workforce centers that coordinate the travel and trip planning needs of individuals who receive human service program assistance.

Appendix C: CCAM Lexicon (continued)

Term	Definition
Non-emergency Medical Transportation (NEMT)	Refers to the Medicaid benefit for facilitating access to care for beneficiaries
Overburdened Communities	Minority, low-income, tribal, or Indigenous populations or geographic locations in the United States that potentially experience disproportionate environmental and safety harms and risks. This disproportionality can be a result of greater vulnerability to environmental hazards, heightened safety risks, lack of opportunity for public participation, or other factors.
Personal Transportation	Transportation in which an individual uses a personally owned or operated vehicle to transport him or herself and/or another individual.
Reliability	Transportation options that are consistently good in quality, performance, and dependability to the community they serve.
Ridesourcing	Use of online platforms to connect passengers with drivers and automate reservations, payments, and customer feedback. Riders can choose from a variety of service classes, including drivers who use personal, non-commercial, vehicles; traditional taxicabs dispatched via the providers’ apps, and premium services with professional livery drivers and vehicles. Ridesourcing has become one of the most ubiquitous forms of shared mobility.
Rural	A statistical area with fewer than 50,000 residents.
Safety	The preservation of the health and well-being of individuals and reduction of transportation fatality and injury. Safety can be assured through transportation infrastructure (e.g., sidewalks, curb ramps, lighting) free from hazards, transportation environments without crime or fear of injury, and transportation systems properly equipped to provide services to users of varying abilities without harm.

Term	Definition
Technical Assistance (TA)	The process of providing targeted support to an organization with a development need or problem.
Transportation Broker	Transportation agencies, selected through a competitive bidding process, that coordinate and provide transportation services for constituents.
Transportation Systems	Interconnected networks of people and infrastructure working together to move individuals and goods from one location to another.
Underserved Communities	Populations sharing a particular characteristic, as well as geographic communities, that have been systematically denied a full opportunity to participate in aspects of economic, social, and civic life, as exemplified by the list in the preceding definition of equity.
Vehicle Sharing	Vehicle sharing is a resource sharing strategy in which one entity transports clients of other programs, or one entity allows others to use its vehicles.
Vision Zero	A strategy to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all.
Urban	A statistical area with 50,000 residents or more.

Appendix D: CCAM Strategic Plan Performance Measure and Responsible Party Matrix

The following matrix maps CCAM Strategic Plan performance measures against Lead and Support agencies.

● Lead Agency ○ Support Agency

Department	Agency	Goal	1																2	3									
		Activity	1							2			3			4			1	1									
		Performance Measure	1	2	3	4	5	6	7	1	2	3	1	2	3	4	1	1	1	1	2	3	4	5	6	7	8	9	10
DOT	Federal Transit Administration (FTA)	●	●	●	●	●	●	●	●	●	●	●	○	●	●	●	●	●	●	●	●	●	●	●	●	●	●	○	
	Federal Highway Administration (FHWA)	○		○		○		○	○	○	○	○		○	○	○	○	○		○	○	○							
	National Highway Traffic Safety Administration (NHTSA)	○		○		○		○	○	○	○	○		○	○		○	○		○	○								
	Office of the Secretary (OST)	○		○		○		○	○	○	○	○		○	○		○	○		○	○								
USDA	Food and Nutrition Service (FNS)	○		○		○		○	○	○	○	○		○	○		○	○		○	○								
	Rural Development (RD)	○		○		○		○	○	○	○	○		○	○		○	○		○	○								
ED	Office of Special Education and Rehabilitative Services (OSERS)	○		○		○		○	○	○	○	○		○	○		○	○		○	○								
	Rehabilitation Services Administration (RSA)	○		○		○		○	○	○	○	○		○	○	○	○	○		○	○	○							
HHS	Administration for Children and Families (ACF)	○		○		○		○	○	○	○		○	○		○	○		○	○									
	Administration for Community Living (ACL)	○	○	○	○	○	○	○	○	○	○	○	○	●	○	○	○	○	○	○	○	○	○	○					
	Centers for Disease Control and Prevention (CDC)	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○					
	Centers for Medicare and Medicaid Services (CMS)	○	○	○	○	○	○	○	○	○	○	○	○		○	○		○	○		○	○				○	●		
	Health Resources and Services Administration (HRSA)	○		○		○	○	○	○	○	○	○		○	○		○	○		○	○								
	Indian Health Service (IHS)	○		○		○	○	○	○	○	○	○		○	○		○	○		○	○								
	National Institutes of Health (NIH)	○		○		○	○	○	○	○	○	○		○	○		○	○		○	○								
	Substance Abuse and Mental Health Services Administration (SAMHSA)	○		○		○	○	○	○	○	○	○		○	○		○	○		○	○								

Appendix E: CCAM Strategic Plan and DOT Strategic Plan Alignment

The following table demonstrates an alignment and mapping of the Goals and Activities in the CCAM Strategic Plan to Goals in the [FY22-26 DOT Strategic Plan](#). The DOT Strategic Plan includes the following Strategic Goals:

- **Safety** - Make our transportation system safer for all people. Advance a future without transportation-related serious injuries and fatalities.
- **Economic Strength and Global Competitiveness** - Grow an inclusive and sustainable economy. Invest in our transportation system to provide American workers and businesses reliable and efficient access to resources, markets, and good-paying jobs.
- **Equity** - Reduce inequities across our transportation systems and the communities they affect. Support and engage people and communities to promote safe, affordable, accessible, and multimodal access to opportunities and services while reducing transportation-related disparities, adverse community impacts, and health effects.
- **Climate and Sustainability** - Tackle the climate crisis by ensuring that transportation plays a central role in the solution. Substantially reduce greenhouse gas emissions and transportation-related pollution and build more resilient and sustainable transportation systems to benefit and protect communities.
- **Transformation** - Design for the future. Invest in purpose-driven research and innovation to meet the challenges of the present and modernize a transportation system of the future that serves everyone today and in the decades to come.
- **Organizational Excellence** - Strengthen our world-class organization. Advance the Department's mission by establishing policies, processes, and an inclusive and innovative culture to effectively serve communities and responsibly steward the public's resources.

CCAM Strategic Plan		DOT Strategic Plan					
Strategic Goal	Activity	Safety	Economic Strength and Global Competitiveness	Equity	Climate and Sustainability	Transformation	Organizational Excellence
Goal 1 Strengthen the CCAM and improve multisector collaboration at all levels and across jurisdictions	Activity 1.1 Create and manage a CCAM national technical assistance (TA) center that works across multiple sectors and builds mobility management capacity, connecting regional, State, and local CCAM partners to improve transportation access.	●	●	●		●	●
	Activity 1.2 Develop and implement a CCAM research program, titled “Mobility Access, Links to Opportunity,” funded by 49 U.S.Code § 5312 - Public Transportation Innovation and under the direction of the FTA Office of Research, Demonstration and Innovation, illustrating the impact of access to transportation on people’s lives (i.e., life/transit link) and CCAM partner agencies’ missions.	●		●	●	●	
	Activity 1.3 Strengthen coordination between federally funded TA centers and the CCAM, by leveraging existing resources, to support mobility for all.	●		●		●	
	Activity 1.4 Formalize CCAM personnel (i.e., designated position) within CCAM agencies.						●
Goal 2 Promote the development of safer and more accessible transportation networks	Activity 2.1 Encourage adoption of policies and plans that improve safe networks and access to transportation (e.g., Complete Streets , zero death initiatives like Vision Zero) to improve physical and personal safety and well-being.	●	●	●	●	●	●
Goal 3 Address CCAM agency policies that impede transportation coordination	Activity 3.1 Clarify policies to improve non-emergency medical transportation (NEMT) and transportation coordination that better serves diverse community needs.	●	●	●		●	●



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