



Community Transportation Navigators Evaluation Report

June 2020

Project Summary

Background

In 2018, the King County Mobility Coalition was awarded funds by the Community Transportation Association of America to explore the way people with disabilities, caregivers, and older adults find and secure transportation in our region. In Round 1 of the Inclusive Planning grant, a survey, listening sessions, and summits were held to hear feedback from priority populations on mobility in King County. The Mobility for All grant was extended for a Round 2 in 2019 to take priorities identified in Round 1 outreach into actionable projects. One of the three Workgroups formed focused on outreach and marketing; this is where the idea for a Community Transportation Navigators program formed. Meeting bimonthly from June 2019 to January 2020, the Community Transportation Navigators Workgroup got together to research and plan for an implementable program. Efforts through this Workgroup include producing a Qualitative Findings Report¹ and holding 15 interviews² with peer-to-peer models to inform the structure of a CTN program. When Round 2 ended in January 2020, an extension of the Inclusive Planning grant allowed for a pilot of the Community Transportation Navigators program to be launched until June 2020. The Community Transportation Navigator Workgroup was adapted to an Oversight Group that met remotely to receive updates and provide feedback on the pilot. Support and management of the Community Transportation Navigators Pilot was a joint project between the King County Mobility Coalition and Hopelink Mobility's Education and Outreach team.

Pilot Program

The Community Transportation Navigators Pilot sought to empower communities to find transportation options that best fit their needs by acknowledging that access to education on these subjects varies. The program was envisioned to leverage community leaders to educate their local community on relevant transportation options in a culturally inclusive manner. The program would facilitate Navigators offering services connected to their communities with the goals of educating on transportation services, facilitating the use of mobility resources, and mitigating misinformation around transportation options. Once Community Navigators were trained and compensated appropriately, they could train other members of their community that may be looking for transportation resources and services.

For the pilot, the goal was to recruit 2-4 Navigators through peer-to-peer model partnerships. Navigators would create their own goals for engagement within their community and be held accountable to them by the Community Transportation Navigator Pilot support staff. Staff would provide initial and consistent training as needs arose, potentially offer staff support to outreach and events, and check-in

¹ Appendix Item A

² Appendix Item B



with Navigators through weekly reports. Navigators were to be compensated at \$25 p/h with a maximum of 40 hours a month or a \$3,000 maximum throughout the pilot.

To learn more about the original scope of the pilot, view the first Project Charter as Appendix Item C.

COVID-19 Adjustments

The Community Transportation Navigators Pilot was intended to be a three-month outreach-based limited program that lasted from March 2020 to June 2020. In March 2020, the COVID-19 global pandemic escalated quickly in King County. In the following weeks, it became clear for our region and across the nation that performing community engagement for this pilot – reliant on gatherings, events, and other in-person opportunities – was not feasible.

As a result, the Community Transportation Navigators Pilot adjusted with a significant change in scope. The pilot was split into two Phases. Phase I represented the research and planning Navigators could do to prepare for outreach in their communities, while Phase II would focus on the continuation of the pilot to include in person outreach at a to-be-determined date.

Phase I lasted from March 28th to April 30th. Navigators received an initial transportation training that helped them better understand the scope of the new pilot as well as a way to engage with and learn about various aspects of transportation services in King County. Navigators were then asked to complete a Community Report and Outreach Workplan. The Community Report tasked Navigators with creating a narrative to better understand their community's needs, cultural insights, and other factors that impact their community's relationship with transportation and mobility. Their Outreach Workplans then outlined specific, tangible engagement goals Navigators could perform in their communities. Navigators received a total of \$500 for their work in Phase I. To learn more about the activities covered in Phase I, read the Phase I Navigator Packet as Appendix Item D.

Phase II will be considered for a potential extension of the pilot that would put Navigator's Outreach Workplans into action. However, conditions for outreach in King County delayed the possibility of implementing a Phase II in an early spring / late summer timeline as hoped. Staff support will assess the possibility for a Phase II in early fall and will continue to revisit the opportunity to carry out Phase II in the future.

Community Transportation Navigators Pilot

During Phase I, support staff had the opportunity to train, engage with, and work with the Community Transportation Navigators (CTNs). Phase I was adapted to be primarily virtual because of COVID – 19 and each of the navigators responded well. Each of the navigators brought their own experiences and framework to the pilot. The four navigators represented the following communities: African American Elders across King County, Latinx Community in North Seattle, Afghani Refugees in South King County, and South Sundanese Youth/Adults in Kent. Each navigator had personal connections with the community and was an already engaged member of that community either through personal or professional networks.



Each of the CTNs did a strong job conveying the needs of their community and identifying where additional training and education is needed. It was clear from their Community Reports that each community faced significant challenges, but none of the challenges were the same. The first part of this phase asked for each of the CTNs to do a Community Report that answered a series of questions that helped explain their communities. Multiple findings were shared with staff support through these reports. The Afghani Navigator shared that for his community, men and women don't often sit in the same room and so it is important to have a trusted member of the community who is knowledgeable about the cultural gender differences to do the outreach. Additionally, it was discovered that the language barrier was easily the most challenging for almost all the communities. Cost was also identified as a significant barrier by the South Sudanese CTN. The South Sudanese community faces chronic joblessness and homelessness thus making bus fare often unaffordable. These examples begin to illustrate the value of the Community Report and show why taking a deep dive into their own community could allow the CTNs to shape a better outreach plan.

The second part of Phase I was drafting the tentative or hypothetical Outreach Workplan, to be completed later. Each of the CTNs took the Community Reports that they wrote and shifted them into practical outreach plans that would benefit their communities. The Outreach Workplan detailed strategy, approach, and goals related to direct outreach and engagement. Each CTN took a slightly different approach that was formatted to help create community success. For the African-American Elders, it was clear that more training was needed regarding online resources and how to engage with app based support for transit. For Latinx community, the CTN identified that working directly with women would be important to empower them to use transit. For both the Afghani and Sudanese refugees, understanding transit and access to lower fares is vitally important.

To build connection and trust with the navigators, support staff had regular check-ins with the navigators to understand how the work was going. Support staff structured Phase I to have two check-ins via phone as well as regular check-ins via email. This allowed the CTNs to be able build relationships but also to have flexibility in how they wanted to provide information to support staff. In order to effectively complete these check-ins, support staff consistently provided a variety of times and dates for the check in meetings. One challenge was that there was a language barrier which made some phone conversations more difficult. A component that was vital to the success of the pilot was the flexibility that the CTNs were afforded. Because support staff was unable to meet with the CTNs in person, it was important to work within the confines of their situations. For some that meant later in the evening meetings, for some having flexible deadlines, and acknowledging the deep and long-term challenges that their communities are facing.

One theme that ran throughout the entire project was that building trust was also a vital component of success for this program. The support staff had to earn the trust of the CTNs and the CTNs had to in turn ensure that their community trusted them and was willing to work with them. This was another challenging component of the COVID world that currently exists. Support staff had to be available and engaging while respecting the boundaries of working from home and the ever-changing landscape.



Staff support understood from each of the CTNs that this pilot taught them a significant amount about transportation, working with their community, and helped them build outreach strategies. In the final check in with each of the CTNs, despite COVID-19, they all expressed a willingness to re-engage with the pilot at a future time. With outreach being the main component of the pre-COVID-19 program they were pitched, they were all interested in actually being able to engage in outreach as the original pilot idea when able. Each offered up suggestions of how they might continue and the training that they would require to be successful in the role. Outreach is a vital component in this pilot and would add valuable data on how best to engage with the community. Staff support hopes to re-engage with the CTNs later in 2020.

Survey Results

The four Community Transportation Navigators were asked to fill out a survey prior to beginning their work and one after. View both surveys in Appendix Item E.

The pre-pilot survey sought to establish a baseline of what transit knowledge Navigators had before receiving training. This would help staff support gauge the effectiveness of the training and tailor the training before it was provided. The pre-pilot survey also asked Navigators about the general knowledge they possess of their community, with hopes of instigating conversations about what they hope to gain and provide through the pilot as well as what support they may need. The last portion of the survey asked logistics questions about the overall pilot and Navigator schedules. The pre-pilot survey contributes to a lesson learned referenced in the section below, as it illuminated the different approaches and intentions each Navigator had coming into the program. Each Navigator indicated varied existing knowledge of transit, existing knowledge of their communities, and hopes for achievements through their Community Transportation Navigator work. The pre-pilot survey emphasized the diversity of working with community members. Three out of four Navigators began the program with pre-existing ideas about how transit can be leveraged in their community, while one sought to learn more about their community's relationship to transit through this work.

The post-pilot survey was sent to Navigators after their final check-ins and payments were sent. This resulted in delayed feedback, with all surveys being completed about a month after sending them. Navigators indicated increased confidence and understanding of transit. They also stated specific, niche training goals they want to learn more about for their communities. Navigators enjoyed the transportation training they received, but wanted to be able to operationalize it, with two out of four Navigators indicating they hoped for more narrowed, in-person follow-up training support to help them in their direct outreach. The responses affirmed the value of doing the Community Reports and Outreach Workplans to help understand the needs of their community, with Navigators sharing that both were helpful to their process; however, only half the Navigators felt they learned something new about their communities through the Community Report. Finally, all Navigators indicated they'd be interested in working on a similar project in the future. Throughout the varied opportunities for fill-in response to the survey, it can be gathered that feedback for improvement that Navigators offered for the program include more structured and routine work schedules and, all else willing, the opportunity to perform outreach with community organizations.



More on lessons learned in surveying can be seen in the section below.

Lessons Learned

The following are some general lessons and empirical best practices gathered through this pilot process. These findings can be applied and considered for other peer-to-peer model programs.

Define Priority Populations before Recruitment: For this pilot, Navigators were broadly sought to represent “hard-to-reach” communities, defined by populations that may more effectively receive information through methods that go beyond traditional outreach – whether that be due to language barriers, technology barriers, or other. Through the recruitment process, we realized it would be advantageous to more strictly define what makes a community “hard-to-reach”. For example, when evaluating populations in our area that are chronically underserved: which are receiving more specialized outreach on behalf of other programs? Which had support and access to more services generally? Asking these questions prior to recruitment helps narrow how intentional your program will be in serving, and assessing, the highest need. Similarly, this pilot recruited all English-speaking Navigators. Another pilot may facilitate inclusivity and make it a component of the recruitment process in engaging with “hard-to-reach” communities that non-English speakers are involved in the program. This would necessitate another level of time and effort.

Develop Criteria for Recruited Individuals: When recruiting individuals for this work, it is worth thinking through what qualities or experience you would like to be a standard for Navigators while also keeping the opportunity as accessible as possible. Developing criteria for how much experience Navigators have performing outreach or working within their communities will be helpful in a more competitive application process. Working through these will create a more cohesive cohort of Navigators to begin the program with.

Recruitment Takes Time: Lessons learned for this pilot started before work with Navigators began. Initially, staff support planned to recruit community leaders from hard-to-reach populations as Navigators through partnerships with existing peer-to-peer model programs. The motivation for this was to expedite the recruitment process in order to ensure a three-month long outreach timeline, as recruiting already vetted and trained community members was thought to be quicker than identifying individuals separately. However, staff support learned that in order to rely on partnerships to recruit, strong relationships with other programs needed to exist. The time it took to introduce individuals managing other peer-to-peer programs in King County to the Community Transportation Navigators Program, and even Hopelink Mobility, did not often lead to shared recruitment as a next step or a desire for involvement. Other peer-to-peer models are likely to be pursuing their own projects and working with different deadlines and budgets, complicating the process. Therefore, during this pilot, all Navigators were successfully recruited through direct outreach and identification outside of a peer-to-peer participation channel. Still, working with existing partnership and groups helped to advertise the opportunity to potential Navigators. Three out of four Navigators that participated in this program were reached by attending events hosted by partners, although they were recruited as individual independent contractors.

Stay Flexible to Navigator Approaches: Depending on the scale of your program, Navigators participating in this work will likely be balancing other responsibilities like other jobs and family life. This, on top of the



fact that recruited individuals are coming from communities considered “hard-to-reach” themselves, emphasize the need to stay adaptable in managing or working with Navigators. Ways to do this include being flexible about contact hours by including weekend and evening opportunities and asking Navigators what their preferred method of contact is.

Understand the Needs and Support Required of Your Navigators: As mentioned in a previous lesson learned, you are likely to be working with Navigators who have varying levels of experience, existing knowledge, or familiarity with the different aspects of your peer-to-peer program. It is therefore essential to recognize the varied kinds of support everyone will individually need. Some Navigators may have lots of experience with outreach but are starting from square one in mobility knowledge. Others have information about transit but do not know where to get started in getting in contact with their community or how to complete program reporting. Many will need more training as it applies to specific concerns they have with their community. It is crucial to also ask yourself: what is the Navigator getting out of their participation and how does that impact the lens they use? This individualized approach will help you support your Navigators better and glean more from their unique perspectives.

Offer Capacity Support Alongside Training: There is a degree of logistical coordination and funding that may accompany outreach or working with Navigators in general. Program support should be prepared to assist Navigators in realistically meeting their goals, which may include planning an event that requires food, a meeting location, or additional staff support during. Navigators may request printing or other technology resources, like graphic design capabilities, that will fulfil their goals. Navigators may also need to be trained on standard practices for meetings, compiling materials, or reporting associated with their responsibilities. All listed represent needs staff support may need to address outside the scope of simply mobility or transit training.

Share Training and Reference Material with Navigators: Since a lot of this specialized information will be new to Navigators, it is important to provide them with reference material to recap what they’re being taught. Sharing training and reference material with Navigators outside of initial training not only helps for individuals who may absorb the information better on their own but will assure that Navigators are providing the correct information long-term as they perform outreach.

Be Prepared to Analyze the Needs of your Navigators: For Phase I of the Community Transportation Navigators Pilot, Navigators were asked to produce Community Reports and Outreach Workplans. In these two deliverables, Navigators identified needs, barriers, and gaps that their community manages both generally and within the scope of mobility. By being the staff support that provides training and transportation expertise, it should be a responsibility of staff to thoroughly analyze and inquire further about the findings of Navigators to ensure needs are being investigated deeply. In other words, Navigators express their community’s needs as part of the program but may lack the transportation context to be able to connect support for those needs with existing services or training; therefore, staff support must comprehend Navigator’s asks and reporting with nuance to make those connections.

Make Surveying a Higher Priority: A pre- and post-survey were distributed to Navigators. The pre-survey sought to understand a baseline level of transit knowledge that Navigators had, tailor their initial training to that, and assess what they already know of their community. The post-survey was sent to evaluate how



the program enhanced their transportation knowledge and how they felt about their participation in the pilot. The results for the post-survey were complete one month after final payment and check-ins were had with Navigators. Additionally, not all questions were answered for all survey respondents when completing the survey. It is recommended to make every question required on the surveys. We also recommend distributing the post-pilot survey before final payment. Full completion of the surveys should be included as an expected responsibility of Navigators.

Develop Contingency Plans for Outreach Issues: COVID-19 drastically altered the work performed for this pilot. While large events like this are hoped not to happen often, is it realistic to expect that Navigators, with their varied schedules, may not be able to perform outreach and produce program deliverables successfully at every attempt. Therefore, it is worthwhile to come up with contingency plans when necessary. For example, creating robust planning procedures for events, developing performance metrics that can account for modified outreach, and staying flexible to revised goals.

Sustainability

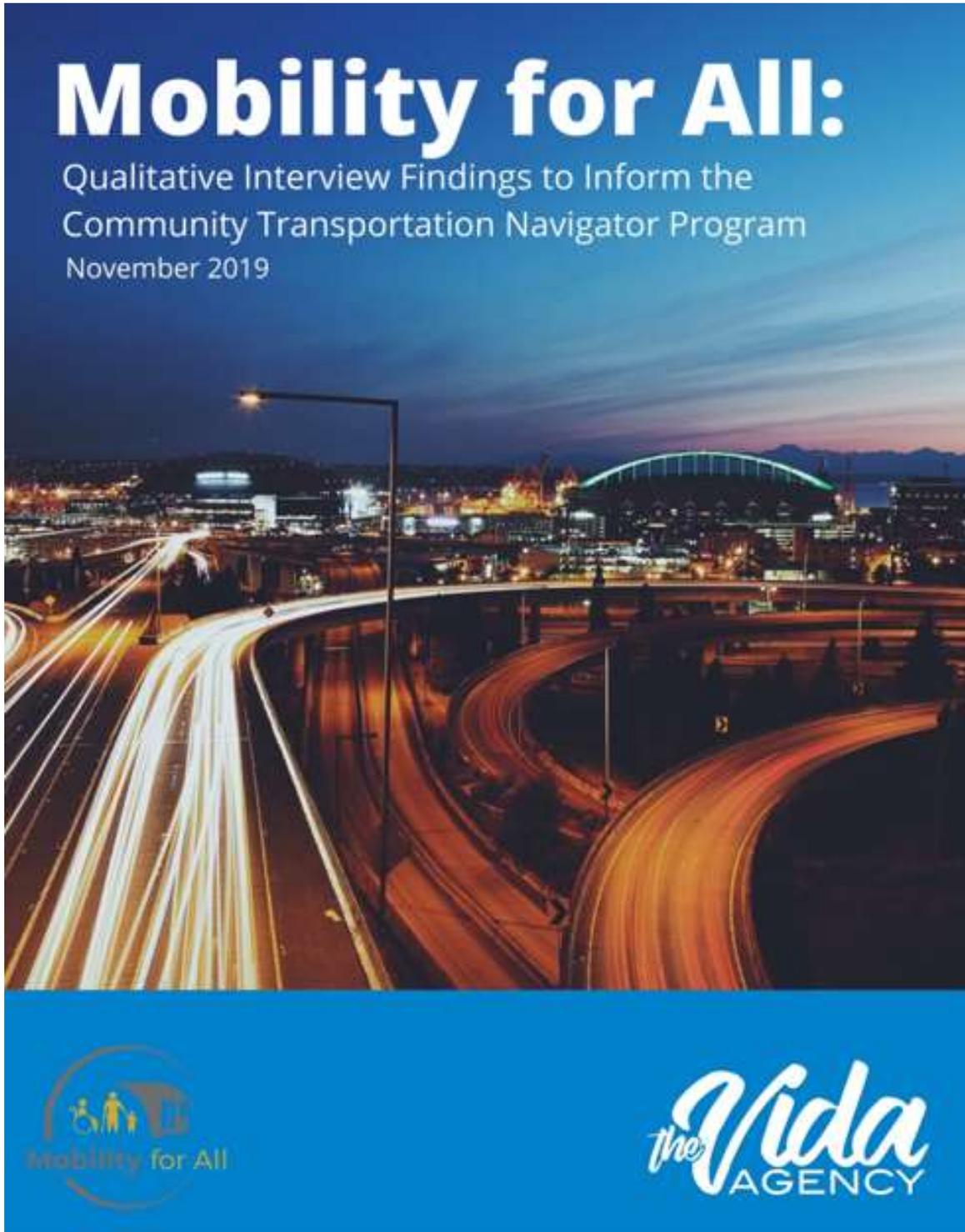
There is still a potential to adopt a Phase II of the Community Transportation Navigator Pilot in early fall of 2020. This possibility is dependent on the effectivity and safety associated with in-person outreach.

The King County Mobility Coalition and Hopelink Mobility's Education and Outreach team will continue to look for funding sources to explore and supplement our engagement work through community-based programming. This may include launching more robust limited launches, partnering on other projects throughout our county, or elevating this need as a priority in future planning. The insights gained into the specific communities for this pilot will also help inform Hopelink Mobility outreach in these communities.



Appendix Item A

Qualitative Findings Report





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Research was conducted by The Vida Agency in October and November of 2019. Research team included Tamara Power-Drutis, Alex Shaffer, Patty Carrion, María Fernanda Cobaleda-Yglesias, Ryann Anderson, Badr Alghanmi, and Isabella Nielson.

INTRODUCTION

Community Transportation Navigators (“CTN”) is a project of the King County Mobility Coalition’s Inclusive Planning grant. In Fall of 2019, The Vida Agency conducted a series of interviews on behalf of Hopelink to inform outreach for the CTN program, in which members of the community are to be trained on alternative modes of transportation and then in turn train other members of their community that may be looking for transportation information. The peer-to-peer outreach model aims to reach more residents in the region who need information on transportation that suits their unique needs. This is part of a larger Inclusive Planning effort to enhance user voice in the decision-making process and utilize community-identified solutions to strengthen mobility accessibility.

INTERVIEW PARTICIPANTS

Interview subjects represented a range of stakeholders involved in similar peer-to-peer modeled programs and community members (“end-users”) who might utilize the CTN program, including:

- Transportation Resource Center, Harborview
- Old Friends Club
- Promotores, Department of Public Health
- Indian Association for Western Washington
- Alliance of People with DisAbilities
- Valley Medical Center
- Support Groups, Dementia Caregivers, Alzheimer's Association of Washington State
- Volunteer Rider Program, Sound Generations
- Cultural Navigator Program, CISC
- Southwest Youth and Families
- South Park Senior Center
- United Blind of Seattle
- Hopelink Travel Ambassador Program
- Washington Council of the Blind
- National Federation of the Blind

While 11 interview subjects were identified by Hopelink as “stakeholders” and four (4) were identified as “end-users,” several stakeholder interview subjects also recognized themselves as part of the community they serve, or as potential end-users.



POPULATIONS SERVED

Stakeholder interview subjects were asked about what populations their organization serves, and end-user interview subjects were asked about the communities they are actively involved in. Subjects shared about barriers their community or population served face in accessing transportation information.

Several interview subjects encouraged Hopelink to cater services to the unique needs of each community or disability, rather than trying to build a service that supports “everyone.” Subjects identified the following needs and communities that would benefit from Community Transportation Navigator outreach:

- Blind or Low-Vision
- Deaf or Hard of Hearing
- Alzheimer’s/Dementia patient
- Caregiver
- Dependent
- People with mobility challenges, or those with wheelchairs
- ESL, Immigrants or Refugees
- Residents who are Undocumented
- Seniors
- Rurally-located
- Low-Income
- People with Disabilities
- People experiencing homelessness

Short and Long-Term Disabilities

Many subjects noted that they believed Access program, and other volunteer peer-to-peer services, only help people with disabilities get to medical appointments. Access does in fact provide transportation regardless of destination, but this was a common misunderstanding of interview subjects. Subjects particularly noted that community events, grocery stores, and meetings are destinations that individuals need help figuring out how to get to. One subject mentioned that it’s not always about getting to a destination, sometimes it’s easier to get things delivered to the individual instead (example of grocery delivery).

Multiple subjects noted that a lack of transportation or knowledge of options to get to non-medical appointments adds to the isolation and loneliness experienced by people with disabilities. One stakeholder shared that their medical center has had people making



appointments to see a nurse or doctor not always because there is a medical need, but because they want human contact, and the doctor is the only place transit mobility or Access would help them get to. In addition to people with disabilities, this same sentiment of isolation caused by lack of transit options or knowledge of how to access transit was shared in relation to seniors, immigrants, refugees, and ESL speakers, particularly those living in rural areas.

People with disabilities living in rural areas face additional and sometimes prohibitive transportation challenges than their peers in urban environments. One end-user, who noted that they struggle firsthand with this challenge, isn't able to navigate the system easily at present. They moved into their current house to be near a bus line, however that route has since been changed. Now they sometimes have to wait up to an hour at the bus stop, and can't reach the hubs or the transit center on their own. They rely on rides from their partner or neighbors to get to a transit hub in order to get anywhere else.

One subject noted the use of FindARide.org as helpful for them in finding transit options.

One interview subject noted that for both people with disabilities and immigrants who speak English as a second language, Navigators should be comfortable taking as much time as is needed to connect with the person they are serving at their own pace. They shared that in both cases it can be a challenge to access resources from a Navigator if that Navigator talks quickly, expects you to talk quickly, or is impatient with the speed you require support at. Navigators should be good listeners, who are able to read body language to pick up on how the end-user wants to be interacted with, and be able to integrate how someone without sight, hearing, or mobility would navigate directions.

Transit and Information Challenges

- Programs offer transit to medical appointments, but not to other necessary destinations, and often with long wait times and cancelations.
- Difficulty in finding transit options for child dependents.
- A bus line changing routes can be a prohibitive barrier.
- Temporary disabilities or recovery from surgery can create a short-term need for information, for someone who usually drives a car but can no longer get around that way.
- Rurally-based people with disabilities face prohibitive barriers to accessing transit in general, and are more challenging to serve for the same reason.

"We bought our home here based on transportation transit service, and then the transit service went away for many years. So, we're stuck with that."

"It's not financially feasible for a lot of folks to get their kids transported...they don't have stability and aren't eligible for Access."



"I think an issue for a lot of people in my neighborhood is of course they would take transit more if they can get to the transit centers and hubs...but they are like, 'yeah well we can't get to the park and ride.'"

Vision Impairment or Blindness

According to one stakeholder, Washington State has one of the largest deaf and blind communities in the country. Four interview subjects work or volunteer with blind or low-vision individuals. They noted key differences in the needs in their community, depending on whether a person was born blind or has lost their vision in adulthood. For those losing their vision in adulthood, there is a unique challenge of having navigated their whole life with eyesight and likely with a car, and then needing to learn an entirely different way of getting around, often as they are aging (see below section on "Seniors").

Advancements in technology, such as smart phones and apps that can be navigated with through voice rather than reading and touch, have made an enormous and positive impact on the lives and mobility of many of those with vision impairment or blindness. One end-user shared that they use a number of apps for transit information, including One Bus Away, Transit, and Lyft. Others mentioned Access and Uber. **Making transit information more accessible to this community should leverage technology- and voice-enabled tools and help train users in how to navigate transit through them.**

Resources provided to this community should include oral, voice enabled, or Braille communications that don't require reading by eyesight. However, while someone born blind might have learned to read Braille in school, someone becoming blind as they age will be challenged with learning a new language through touch. Voice-enabled resources are able to serve both groups.

Discovery, sign up, or login in steps required to access services – such as call centers, online forms, or information available on a website -- should minimize steps for users. Subjects suggested one phone number or a very brief (single page) online form.

Trustworthiness, credibility, friendliness, and patience were noted as essential traits for serving this community. If a Navigator is helping a person download and navigate an app on that person's phone, it should be in a way that ensures trust, and is in a safe setting. Multiple subjects noted that Navigators should have pre-existing credibility in this community.

One subject discussed "Structured Discovery," noting that it's one thing to train someone to ride one bus, but another to train them to understand traffic patterns, or to use dogs and canes for



navigation. Training someone with vision impairment about transit information goes beyond transit into mobility access.

Transit and Information Challenges

- Needs are not consistent across whole community, varies depending on when the individual lost vision, whether they are low-vision or blind, whether they are experienced at navigating a cell phone via voice, whether they are able to read Braille, and many other factors.
- Using King County Metro Access can be challenging because of all the steps involved. Difficult to navigate via voice.
- Allowing someone to help you navigate transit options on their phone requires a significant amount of trust on their part, necessitating credibility and security in interactions with future Navigators.

"The blind and low vision population is probably the biggest population of people who I think can benefit from a Navigator."

"It's really hard here for guys like me, because you have to you to plan so far ahead..."

"I have an app called One Bus Away, it's an app for everybody, I think developed by UW students. That one is a really good voice over app, so I can use that to see if I can ride a bus or not."

Alzheimer's and Dementia

The Alzheimer's and Dementia community is considered by several interview subjects to be very isolated from support and requiring a lot of attention.

Depending on the extent of memory loss, individuals are unlikely to navigate transit routes alone. Most have caregivers, some require 24/7 care. Training provided to them through a Navigator may not include helping them learn transit routes or information, as information is unlikely to be retained. Navigators that are able to ride alongside individuals or groups, that are trained to assist people with memory loss or their caretakers, was considered a helpful possibility.

Steps required to access Navigator support should be minimal and simple, and easily accessible for caregivers who are most likely to utilize the support.

Multiple subjects noted the need for Navigators to be consistent – either consistent as individuals, or through a consistent organization that caretakers can coordinate or talk with. Training for Navigators should include how best to support people with memory loss.



Transit and Information Challenges

- Lack of viable transportation options that can be utilized. Buses and car-shares don't work for this population, as they can forget where they are or where they are going.
- Outside of major metro area, individuals and their caretakers are more isolated, have less support or resources for transit.
- Many of the organizations and services that provide support for disabilities do not consider Dementia and Alzheimer's eligible.
- Need transportation options for more than just reaching medical appointments.
- Access noted as unreliable.
- Individuals with memory loss may not retain information from a Navigator.
- Unlikely to travel alone via transit.
- Individuals may experience anxiety or confusion while on their way to a destination, creating a situation that a driver may not be trained to support.

"The regular bus lines don't work. Because you have to be able to navigate things. A really good example is somebody that is living out in Sammamish Issaquah area, and they have younger onset Alzheimer's, which means that their spouse is still working, but they are still quite able physically, and they are not so far in the disease and they want to be social, they want to be able to go do things, but there is no way for them to leave home safely without their spouse. So, here's this person that's in their early 60s, and they are isolated at home while their spouse is working, and declining in a hurry because of that."

"Even if they are financially ok, dementia is so expensive, that every one of them is still afraid of being destitute by the end of that journey."

"I think it really needs to clear...for those who are living with Dementia or caring for someone with dementia...that this kind of transportation is really for them, and it's going to be safe, and it's going to be hand to hand."

"Access is the only solution for people in a lot of places."

English as a Second Language

Multiple subjects noted the importance of resources being made available in multiple languages, however one subject noted that just providing written resources does not help those who aren't able to read in their native language. Navigators serving E.S.L. communities should be fluent in the language spoken.



Transit and Information Challenges

- Particularly in immigrant and refugee communities, lack of trust is a barrier to many end-users utilizing transit.
- Some Spanish-speaking end-users aren't aware of what ORCA cards are or how they work.
- Many resources are not available in their native language, and support is often provided in English.
- Not all service providers are patient, and many provide information too quickly for the end-user to understand fully what is being said.

"There's a language barrier. I know you guys are really good, but making sure there's more people that speak the language."

"Most of our client's access bus services, but even then, they may not be aware beyond their one sort of primary bus line that they use to get from wherever their living to work...but otherwise I think the rest of the system is very closed off to them."

"If they are given a phone number to call to get a ride, but the person they call is not culturally appropriate or can't respond or don't understand them, that could be a challenge."

"Clients are unaware of the ORCA card and how it works, or they've never even heard of it."

Undocumented

Several stakeholders highlighted the need of making the Navigator program accessible to residents who are undocumented.

One end-user shared that in the current political climate, people who don't have immigration status in her community don't want to give out a lot of information about themselves. They recommend reducing paperwork or personal information required to access support or information from a Navigator.

"Because of that fear, that prevents them from seeking to look for help."

Seniors

Most interview subjects highlighted transit information needs within the senior community, often overlapping with another end-user group such as low-income, rural, immigrant, or people with memory loss or disabilities. Lack of reliable transportation options for seniors is considered a critical challenge in serving this population.



Subjects suggested going to seniors to provide information and training, rather than expecting them to travel to a location for an event.

Transit and Information Challenges

- Aren't always able to navigate bus transfers.
- Aren't always able to walk up a hill to a bus stop or pickup location.
- Assistance may be needed in getting from their home to a car, or from a drop-off to their ultimate destination.
- Limited transit options have created a sense of isolation, loneliness. Particularly acute in rural communities.
- Access is not always on time for pickups, or has cancelations.
- Phone call wait times to receive assistance can take too long.

"Our patients don't necessarily want to go up to Seattle. And it's also not as a place where they may not be, or they don't feel safe in Seattle. They're trying to get out of...whatever lifestyle they may have engaged in Seattle."

"Some people who have Access probably have a better chance of doing it [going to community centers and meetings], but then they complain because a lot of times these things are not on time, those kind of issues."

INPUT ON COMMUNITY TRANSPORTATION NAVIGATOR PROGRAM

Appreciation and demand for the program

Both end-users and stakeholders were appreciative of the program's creation, and indicated a desire to be kept in the loop as it is fleshed out. The concept of a peer-to-peer model resonated with subjects, several of which expressed an interest in becoming Navigators, and several others expressed willingness to help get the word out when the program goes live.

"We would kill for the opportunity to have Navigators."

"I am 110% that this would be successful in our community."

Outreach Approach

Interview subjects provided several different visions for how the Community Transportation Navigator program would provide transit information outreach.



Simplify the Steps

Multiple subjects noted the need for process to be simple, and urged the CTN program to reduce the number of hoops that end-users jump through in order to access support.

“Simplifying is the best thing. If it’s hard to do it once or twice, then they will never call a third time.”

Call Center

Three subjects pictured the Navigator program as a call center that community members can call into, emphasizing the need for Navigators to be able to quickly access different platforms or tools to help the individual get where they’re trying to go. If structured this way, one subject suggested that Navigators might be located in a call center, or might be able to call into the job from their home, remotely.

Ride-Along

One end-user remembered that Hopelink did a shared bus experience/transit workshop, and suggested this as a possible activity for Navigators, to conduct ride-along transit outings in a similar way. Small group or one-on-one transit was also suggested.

Events

Many subjects mentioned events and trainings as a way that Navigators might provide assistance. This included:

- Trainings for how to download and use apps for mobility on a phone.
- Navigating transit with vision impairment.
- Training for transit drivers on how to support riders with Alzheimer’s or dementia.
- Youth and school-based trainings.
- Senior community center trainings.
- Community-based, local and convenient to the group being served.

Getting seniors or people with disabilities to events was noted as central to reducing isolation and depression, however transit to and from these events is a challenge. One subject suggested having Navigators identify community events coming up, and offer resources on how to get to them, or pair up to do a group ride with end-users to get to the event.

One end-user shared that Hopelink is not necessarily reaching the senior community with events like farmers markets, but that Hopelink should come into their Center to engage with residents.

Trust

All interview subjects noted the importance of trust. This was expressed for trust between Hopelink and the Navigators, and between Navigators and end-users.



One subject noted that potential partners for the CTN program might not have had a good interaction or experience with organizations like Hopelink in the past. Conducting interviews like these was noted as a way that Hopelink is building a positive foundation for trust in the CTN program.

Trust between Navigators and the community they serve was highlighted by every interview subject as critical to the success of CTN. They recommend hiring Navigators who are already part of the community they would be serving, and who are uniquely qualified based on their understanding in that community to serve them in the way that addresses their unique needs.

How communities define or experience trust, researchers came to understand, varies depending on the needs and concerns of the specific community or group. While two subjects noted the importance of screening and background checks (for Navigators working with seniors, people with disabilities, people who are blind or low vision), several others noted the need to *not* conduct background checks or extensive paperwork due to fears of being deported (for Navigators working with residents who are undocumented). This difference in definition of “trust” holds implications for applications, screening process, contract development, and compensation for Navigators.

Longevity and Sustainability of program

One subject noted that it is important that the Navigator program be structured in a way that it can sustain for the long-term. They raised concerns that reliance on grants may not be enough to keep it going. Longevity, both of the individuals who serve as Navigators, and in the program itself, was noted as a priority by several interview subjects.

"We really need to work on cost analysis. We need to start a Quicken numbers to see if we can sustain it forever...they're not going to get grants forever."

Marketing

Almost all stakeholders rely on word of mouth and referral for marketing their peer-to-peer model, with limited direct marketing. Other methods mentioned include:

- Mass mailings
- Next Door
- List Servs
- TV
- Radio
- Podcasts
- Social Media / Facebook



- Fliering
- Referral / Word of mouth

Several subjects suggested that CTN reach out to organizations or community-based groups, alliances, and federations to let them know about the new program.

One subject suggested creating Navigator t-shirts or hats that help community members recognize that they are there to assist.

"I do periodically run into people who just don't know that they are eligible for Hopelink but don't know about it."

Outreach Materials & Resources

Subjects highlighted the importance of providing resources in the format or delivery method that each specific end-user prefers. Simplicity was highlighted by most interview subjects. Different needs require different types of communication, rather than a one-size-fits-all approach.

Recommended resources included:

- Print products. Though some end-users have cell phones, it's not consistent and they won't always have a device to look information up on. Particularly acute for people experiencing homelessness.
- Fliers: For partners to distribute to their community, raising awareness of the CTN.
- Bus stops: Provide visual information at bus stops, for Navigators to reference when talking with end-users.
- In-language resources: Have translations available. Ideally, Navigators that are bi-lingual.
- Email: Be prepared to email an end-user the information they need.
- Apps: Have a list of relevant and/or recommended apps that are useful to different user groups. Including voice-enabled apps.
- Resources for Caregivers of people with Alzheimer's and dementia.
- Fact sheets that catch people's eyes.

"Simplifying is the best thing. If it's hard to do it once or twice, then they will never call a third time."

"The hardest part about getting people information, is getting them to the meetings."



Recruitment and Compensation of Community Transportation Navigators

Desired Qualities

Interview subjects shared the following traits and qualities that would make an effective Community Transportation Navigator:

- Trustworthy
- Good communicators, interpersonal skills
- Strong listening skills, able to listen for how an end-user is comfortable interacting and what they want to learn.
- Patient
- Multi-Lingual
- Organized
- Friendly
- Warm
- Diverse, representing a range of backgrounds
- Listening, integrate how people are comfortable with learning
- Experienced in community outreach
- Genuinely interested in helping others
- Walks the walk, takes transit and knows the systems, curious about figuring things out
- "ORCA people"
- Engaged
- Curious to figure out solutions
- Comfortable asking people about how they prefer to receive information about transportation, whether it's email, written, oral.

"First of all, [Navigators must be] friendly to any different kind of disability and immigrants. Immigrants don't always speak quite good English, you have to be patient. Some disabilities have a speech disability, they don't speak clearly or fast enough. You really have to be nice and calm and patient and listen to them in the detail of what they want."

"I think someone who is engaged. Someone who knows a lot of people. Someone who is articulate enough to get a community engaged."

Screening and Background Checks

Multiple subjects recommended not doing background checks for Navigators in order to ensure the trust and safety of any Navigators who are undocumented, particularly in the current political



climate. Another noted that background checks are important for the safety of end-users (such as those who are visually impaired or have memory loss).

Subjects were supportive of a selection process that ensures that Navigators have the skills necessary to support the specific community they intend to serve.

Individuals with Existing Ties to the Community They Serve

All subjects noted that Navigators should be recruited from the community they are intended to serve. Navigators should be trusted, known entities.

- Several subjects suggested seniors active within a senior center as examples of possible Navigators. One subject believed that seniors would appreciate the opportunity to earn some pay, and that they have the skills and knowledge to be navigators. One end-user, who is involved in a senior center, expressed interest in becoming a Navigator himself.
- One stakeholder suggested the Navigator role as an opportunity to not just provide a volunteer experience, but to benefit the community by providing jobs. They recommended recruiting Promotores to serve as dual Community Transportation Navigators, since they are already deeply involved in their community, and are trusted resources for their peers.
- Several interview subjects noted that while caregivers would make great Navigators because they have knowledge and experience in their community, it was noted that they are overburdened and stretched thin. One subject was concerned about adding any extra work onto caregivers.

“How about one innovative program that says ‘we are going to pay Promotres?’”

“What we found to be true is that the best way to do outreach to clients is by haring from within the communities, so most of the work we do is done by people from those communities. So, a lot of our family advocacies, all of our home visiting, some of our behavioral health services and education programs are provided by community members themselves.”

Individuals within Organizations with Existing Ties to the Community They Serve

Multiple subjects suggested that Hopelink should identify individuals within organizations that have existing ties to their community in order to integrate the Navigator duties into their position. Examples of this included the program coordinators at senior community centers, employees within local businesses, or nonprofits with existing call centers that could add the Navigator capacity to their existing infrastructure.



Coordinator of CTN Program

One stakeholder recommended that whoever is responsible for managing and/or coordinating the CTN program should have thick skin, that it will likely feel discouraging sometimes if they don't feel they're getting buy in.

Another noted that the program manager of their volunteer transportation service (in which volunteers drive their own personal vehicles to get folks to and from medical appointments) serves as a volunteer recruiter; attending events and meetings, connecting with hospitals and senior centers, and helping to get the word out.

Training

Many subjects offered suggestions about training components for recruited Navigators. Recommendations included:

Audience Needs

- Anti-Bias training.
- How to support undocumented residents.
- How to support individuals who have had surgery recently, or have specific disabilities or conditions.
- How to help individuals with dementia or Alzheimer's when experiencing anxiety or confusion.
- Equip people to ask about how the client prefers to receive the information.
- Cultural knowledge about the community they'll be serving.

Transit Knowledge

- Transit lines and routes that begin in Seattle but end outside of King County.

Logistics

- Host the training in the community where the support will be provided.
- Clear, hands on, and supportive so people feel comfortable and good about what they're being asked to do.
- If Navigators are recruited from severe mobility clients, someone restricted to their home, important to bring training to them, into their home. Webinar options, on-site training.

"Make the training very clear, hands on, and supportive so people feel comfortable and good at what their being asked to do."



Compensation for Community Transportation Navigators

All but one interview subject noted the importance of compensation for Navigators, regardless of their legal status.

Multiple shared that it was important for Navigators to be consistent, and serving in the role for a longer-term period, or to be a group dedicated to serving the role in a specific community in an ongoing capacity. Providing an hourly rate or stipend was recommended to ensure follow through of Navigators, which was noted as harder to achieve with unpaid volunteers.

All but two interview subjects suggested compensating Navigators at between \$15-25 an hour.

- One subject suggested matching what individuals are paid in their current jobs.
- One subject argued for around \$25/hour, based on wanting the program to hire individuals who know what they're doing.
- One subject suggested paying Navigators as consultants, at \$100-200 for a few hours work, or \$75-100 for 90 minutes.
- One subject suggested having Navigators serve in a volunteer, unpaid capacity.
- For training events, one subject recommended paying Navigators \$60 + transit costs.
- One subject suggested offering two rates, one for individuals who serve remotely as a call center, and another for those who commute around to provide the resources.

Particularly if recruiting Navigators from undocumented communities, interview subjects repeatedly noted the need to have trust and paperwork align. Contracts should be reviewed one-on-one between Hopelink and a new Navigator, with the individual included in the discussion of how and when they are paid. While it may be difficult to structure compensation in a way that removes all difficulties for undocumented Navigators, subjects suggested discussing with each Navigator about how they would like to be compensated, and to be transparent about it.

With the Promotores program, a stakeholder noted that because not all Promotores are paid, and there is no transparency or trust around how payment is made, it has created tension both between Promotores and the program, and between peers. They suggest learning from this and ensuring that all Navigators are invited to one-on-one discussions to discuss how they would like to be compensated.

Non-financial compensation suggestions were noted by several subjects, including:

- Gift cards – though one subject noted that people would rather be paid directly than receive gift cards that are only usable at one location. If gift cards are purchased, another subject recommended getting them for somewhere practical like Fred Meyer, where Navigators can use them on essentials.



- Recognition – such as a Navigator of the month, highlighted for their peers and community, and noting how many people they supported or served that month.
- ORCA Cards.

“I think a reasonable hourly amount would be fine. I don’t know, \$20 an hour or something like that. That would probably be adequate. Or at least maybe matching what they are making at their current jobs.”

“You can give me 100 bucks and that's great but having that recognition from my community like a bulletin for volunteer of the year. Its meaningful to be celebrated among your peers.”

“It’s meaningful to be celebrated among your peers.”

OPPORTUNITIES FOR FURTHER ENGAGEMENT

Interview Subject Continued Engagement

All interview subjects indicated an interest in being engaged further in the development of the CTN program. An addendum has been provided to this report with follow up contact information.

The Vida Agency recommends re-engaging interview subjects with a summary of the interview findings or the full findings report, and a draft of how the program will operate for them to give additional feedback on. This second engagement would continue to strengthen relationships and trust, enable subjects to validate that their input was heard, address any input they feel wasn’t captured accurately, and ensure that their concerns are addressed in the CTN approach.



Appendix Item B

Community Transportation Navigators Program: Peer-to-Peer Navigator Interviews Takeaways

In October 2019, The Vida Agency partnered with the King County Mobility Coalition to conduct 15 interviews to inform the Community Transportation Navigators Program. These interviews were held by a mix of end-user and community support stakeholders. Each provided insight into working, communicating, and sharing information in diverse communities. The [Qualitative Interview Findings Report](#) was produced as a result of the feedback attained in these interviews.

To supplement the findings shared in the *Qualitative Interview Findings Report*, KCMC staff also held interviews with individuals representing peer-to-peer “navigator” programs. Unlike the first set of interviews, these conversations centered around existing cultural or community-led programs and sought to learn more about best practices. This also helped staff gain a perspective on the services already working in communities, which will be valuable when assessing partnerships for a Community Transportation Navigators pilot.

Staff conducted seven interviews from November to January. Representatives from the following programs were interviewed by KCMC staff:

- Community Health Workers – International Community Health Services
- Welcome Ambassadors – King County Public Library
- Public Transit Educators – King County Metro
- Bus Buddies – Intercity Transit
- Community Liaisons – Seattle Department of Neighborhoods
- Mobility Liaisons – Greater Portland Council of Governments (Maine)
- Community Advocates -- Northeast Transportation Connections (Colorado)

Each program had diverse structures and often shared overlapping responsibilities. Here is a summary of some of the unique ways each program was guided:

- Contracted community leaders ready to assist when agency is presented with projects.
- Community members agree to a fixed-timeline schedule of weekly meeting, receiving transportation advocacy training to later be put in practice by a capstone.
- Database of community members compiled to accompany agency outreach on a rolling basis in targeted locations or demographics.
- Community members establish working “office hours” where they are present and available at a fixed location to the community as a resource.
- Volunteers help individuals who would like training on how to use or companionship when using the bus.
- Community members are hired part-time, receive comprehensive and specialized training, and are then expected to meet program expectations with a combination of intentional outreach and responding to community inquires.



- Community members assist in routine companionship to and from a transit service, and are additionally expected to occasionally make themselves available at outreach or during “office hours” time willing.

Despite the varying goals and expectations of each program, there were many reoccurring themes mentioned throughout the interviews. For example, every individual interviewed cited that finding a community leader with strong ties to their community, including being a part of the targeted population and speaking their language, is crucial. Many tried to recruit individuals who had previous experience in outreach, social or human services, or working with their communities. Every program also relied on the work of their housing agency to recruit participants. Outside of that, they leverage networks with partners they already had to distribute flyers, post on social media about the position, and share information with organizations of priority populations. While some programs relied on a database of community members, the average range of “Navigators” that each program had at a time was within 6-9 people. Many programs are still developing their performance metrics but often use number of participants engaged at outreach events for quantifiable measures.

For four out of the five programs in King County that were interviewed and “Navigators” were compensated, participants were paid \$25 an hour for their services. Two of the five programs also developed a standard to compensate “Navigators” for additional work, like editing or translating, for \$50 an hour. While benefits were not discussed in every interview, a majority of programs mentioned that they reimbursed community members for travel and transit. A table detailing compensation follows:

Program Name	Hours Worked	Compensation
Community Health Workers	4 hours a week for 5 months	\$25/hr
Welcoming Ambassadors	3 hours a week	\$25/hr (\$20 before 2020)
Public Transit Educators	Rolling basis	\$25/hr (\$50/hr specialized)
Bus Buddies	Dependent on demand	Unpaid; receives bus fare passes and reimbursed for food on trips >4 hours
Community Liaisons	Rolling basis; dependent on projects	\$50/hr (additional pay for specialized)
Mobility Liaisons	3 hours of activities and meetings per month	\$50 per month
Community Advocates	10 hours a week	\$20/hr

The following list represents key themes that individuals emphasized as important and were brought up in two or more interviews:

- The program needs to expect an amount of turnover and should be engaging methods to prevent it. Community members often work outside of this program and need to be compelled to be involved.
 - Ways that programs attempted to mitigate turnover included:
 - Providing fair and/or scaled compensation;



- Making programs flexible for varying capacities of “Navigator” involvement;
 - Having “Navigators” agree to a fixed schedule beforehand, including mentioning hours weekly or meeting expectations in job description; and
 - Supplementing work with strong professional development opportunities.
- Administrative upkeep of “Navigator” coordination is more time-consuming – and therefore costly – than anticipated.
 - In order to perform successful outreach, your “Navigators” must have established trust within communities. Criteria to assess a potential “Navigator” by should include the ability to have intimate insight into this community.
 - It is valuable to have “Navigators” develop a reliable, consistent plan for outreach. This will:
 - Prevent them from becoming idle;
 - Allow them to offer their community a stable resource;
 - Maintain engagement with the program; and
 - Give them the flexibility and accountability of being able to serve and scheduled this work into their week.

The supplemental interviews were incredibly helpful in providing insightful about the many ways a peer-to-peer model programs can be run. Furthermore, hearing from representatives about room for improvement and critical variables to consider enrich the design of the Community Transportation Navigators program. Many of those interviewed expressing interest in collaborating and partnering to coordinate an improved network of community-based programs. The CTN pilot will be able to work with these programs and more in our region to supplement existing work.



Appendix Item C

Project Charter (pre-COVID-19 adjustments)

PROJECT CHARTER

Community Transportation Navigators Pilot Project

PROJECT DESCRIPTION

The Community Transportation Navigators Pilot leverages community leaders to educate their local community on relevant transportation options in a culturally inclusive manner. Navigators will offer services connected to their communities with the goals of educating on transportation services, facilitating the use of mobility resources, and mitigating misinformation around transportation options. The larger mission is to empower communities to find transportation options that best fit their needs by acknowledging that access to education on these subjects varies. Once these Community Navigators are trained and compensated appropriately, they can then in turn train other members of their community that may be looking for transportation resources and services. For this pilot, we anticipate partnering with 2-4 Navigators from a variety of diverse backgrounds.

Scope of Work

For this pilot, the scope of the Community Transportation Navigator work will also encompass the goals associated with intentional marketing and outreach. Community Transportation Navigators will be expected to develop a workplan that details the best way to perform outreach within their communities. This workplan will require them to set two or three goals for themselves to accomplish during the three-month pilot, including details and strategies on how to achieve these goals. Potential engagement opportunities for workplans can include, but are not limited to:

- Tabling at outreach events;
- Offering small group trainings;
- Organizing Public transit orientations;
- Receiving phone calls, texts, or emails;
- Scheduling routine “office hours”; or
- Hosting resource fairs.

Navigators will not be expected to routinely accompany individuals on transit or provide consistent personal rides for individuals. This pilot does not intend to explicitly provide or pay for transportation services. We anticipate Navigators identifying creative solutions to ensure their peer community is empowered and equipped in leveraging available transportation services.



Training

Hopelink Mobility Management will provide an initial training to offer Navigators with initial transportation knowledge. The pilot will then facilitate a network for Navigators through regular meetings to share work progress, bring questions and concerns to others, and receive continuing transit education. Meetings will keep Navigators consistently informed about new information as well as offer a platform for them to contribute their experiences and glean best practices from others.

Compensation

Navigators will be compensated at the rate of \$25 p/h, not to exceed 40 hours in a 30-day period. Compensation up to \$3,000 will be available for each Navigator the duration of the three-month pilot. ORCA fare cards and other reimbursement for meaningful engagement will also be considered.

Deliverables for this project are restricted by the funding extension that finishes on June 15th, 2020 and a funding cap of \$10,000.

Performance Measures

Upon drafting a Navigator workplan, Hopelink Mobility staff and each Navigator will develop performance metrics to ensure intended outcomes. Metrics may include, but are not limited to:

- Number of people served;
- Number of outreach events; or
- Level of satisfaction of people served;

Navigators will use these measures and a weekly check-in template shared at the beginning of the pilot to update staff support on workplan advancements. The check-in will offer Navigators the opportunity to share progress, stories, concerns, and report the number of hours they worked.

Hopelink Mobility Management will be working alongside a Community Transportation Navigators Oversight Group, developed from the Community Transportation Navigators Workgroup of Round 2, to review and guide pilot efforts. At the end of the pilot, staff support and the Oversight Group will evaluate the successes and room for improvement displayed in this peer-to-peer project. This information will help inform efforts to establish a longer-term program.



PROJECT DELIVERABLES

This project will strive to produce the following deliverables:

1. A Community Transportation Navigators job description, operations manual, and scope of work;
2. A stipend/compensation plan for Navigators;
3. Performance metrics to evaluate Navigator progress and work by;
4. A network of Community Transportation Navigators to meet on a regular basis to share information and receive continuous education;
5. Adaptable workplans that provide a service to a respective Navigator's community;
6. An evaluation report that informs a future Navigator program or other peer-to-peer models on the best practices and lessons learned of the pilot;
7. A long-term recruitment and retention plan for Navigators.

PERIOD OF PERFORMANCE

This pilot will operate from March 16th to June 15th, 2020.

PROJECT STAFF

This project will be spearheaded by the Mobility Management Department at Hopelink, which is the fiscal agent of the King County Mobility Coalition.

Cassidy Giampetro, Program Supervisor for the King County Mobility Coalition, is acting project manager and is responsible for all project activities as directed by the project work group and Inclusive Planning Steering Committee.

Sara Sisco, Education and Outreach Program Manager at Hopelink, will assume responsibility for all trainings for the Navigators.



Appendix Item D

Phase I Navigator Packet

What is the Community Transportation Navigators pilot program?

The Community Transportation Navigators (CTN) program is a limited pilot with secure funding from the Community Transportation Association of America lasting until June 2020. This pilot is an expansion of efforts pursued by the Community Transportation Navigators Workgroup from the King County Mobility Coalition's Round 2 Inclusive Planning grant. The Community Transportation Navigators pilot leverages a peer-to-peer model to encourage transportation and mobility information dissemination in communities that may not be receiving this information through traditional forms of outreach. The pilot recruits and trains community leaders who can use their networks to ensure their community has access to resources in a way that is more fitting, personalized, and sensitive to their needs.

What is Phase I?

Phase I of the Community Transportation Navigators pilot focuses on the research and planning for outreach in a respective Navigator's community. During the Phase, Navigators will dedicate a minimum of two hours per week to creating a Community Report and then an Outreach Workplan. Navigators will receive \$500 in total for their work throughout the five weeks on Phase I, to be paid half upfront and half upon completion.

The Community Report will use baseline questions to prompt Navigators to think deeply about what makes their community's relationship with transportation and mobility unique. To better answer these questions and provide a thorough understanding of community needs, Navigators are encouraged to remotely conduct stakeholder interviews with people in their community who can offer insight, do research on their community, and explore their community's needs through their existing networks.

The Outreach Workplan will be the next step to the Community Report. Using findings and lessons learned from the report, Navigators will be asked to create an Outreach Workplan that outlines specific goals they have to distribute resources and information to their community. This Workplan exists separate from the current halt on outreach and should be modelled to be applicable to any given time (barring current circumstances). It will provide specific, tangible goals on how Navigators can provide their community services using the training they have received and knowing what they do about both the way their community receives information and what their community needs.

This Phase has been adapted from the original pilot plan in response to a halt on outreach caused by COVID-19.

What is the timeline for Phase I?

Navigators will receive a remote abridged transportation and mobility training on Saturday, March 28th. After March 28th, Navigators will get started on their Community Reports and have until Friday, April 10th (two weeks) to complete the report. Sara Sisco will check-in with Navigators about their Community Report progress on Monday, April 6th. Sara Sisco will check-in with Navigators to learn if they would like



training on any additional subjects and review their Community Reports with them in the span of April 14th to April 17th, depending on an individual’s availability. Navigators will begin working on their Outreach Workplans on Wednesday, April 15th. They will have until April 30th (two weeks) to complete the Outreach Workplans. Sometime between April 20th and April 24th, Navigators will receive a final check-in and supplemental travel training. A final check-in will occur after Phase I between all Navigators on the week of May 4th.

- Navigators working on Community Report
- Navigators working on Outreach Workplan
- Navigators report to Sara for a check-in
- Due date or training

March 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						28th Initial Training + Introduction Meeting

April 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
March 29 th	March 30 th	March 31 st	1 st	2 nd	3 rd	4 th
5 th	6th Call check-in with Sara	7 th	8 th	9 th	10th Community Report due to Sara	11 th
12 th	13 th	14 th	15th Begin working on Outreach Workplan	16 th	17 th	18 th
			<i>Check-in call with Sara based on your availability</i>			
19 th	20 th	21 st	22 nd	23 rd	24 th	25 th
<i>Check-in call + training with Sara based on your availability</i>						



26 th	27 th	28 th	29 th	30 th Outreach Workplans due to Sara		
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*** A final Phase I check-in call between all Navigators will be planned within the week of May 4th to 8th.

Community Report

This document will compile information you know of or learn about your community and their transportation and mobility needs. It should be the beginning stages of understanding how your community can best be served prior to outreach. We ask that you research and analyze in depth the things that make your community and its transportation and mobility needs unique.

You may write this report in whatever format you see fit as long as you are thoroughly answering the questions; however, you do not need to answer *all* questions. These questions should provide you a baseline of topics you should address. You are encouraged to include more information, background, or context.

Things your Community Report should address:

- What are some defining factors of your community in King County?
- What is the largest unmet need for your community?
- How can access to transportation and mobility, in addition to information on the subjects, benefit your community?
- Within your community, who do you think needs to learn most about transportation and mobility?
- How do people in your community get around?
- Do people in your community face any historic or systematic barriers to accessing or using transportation?
- What are the transportation or mobility challenges that your community is facing?
- What barriers does your community have in accessing transportation?
- Does your community have any fears associated with transportation?
- Why does your community need targeted outreach?
- Why does your community use the transportation services that they already do?
- Why is your community not accessing other transportation or mobility services?
- Why does traditional outreach not reach your community effectively?
- Do people in your community get together often and, if so, how do they do so?
- What ways of engagement are most effective in your community?
- What are some ways of engagement that will not be successful in reaching your community?

Please include any and all relevant information in this report, including points of interest that are not covered in the questions above. **Not every question needs to be answered as long as the sentiment is touched on in other parts of the report.**



Outreach Workplan

The Outreach Workplan will outline specific, tangible goals – as well as the process to achieve them – to perform outreach based on an understanding of community needs identified in the Community Report.

These goals should be implementable on a business-as-usual timeline. We ask that you do not adjust your goals in response to COVID-19 concerns. This workplan can be used by Navigators to perform outreach in their own communities without the structure of the Community Transportation Navigators program; therefore, these goals should be made without being tied to the coronavirus context.

Please list 3-5 goals you will pursue as a Navigator.

Goal #1

My goal is to:	
Why I am pursuing this goal:	
I will do this by:	
Steps to achieve my goal include:	<ul style="list-style-type: none"> • ... • ... • ...

Goal #2

My goal is to:	
Why I am pursuing this goal:	
I will do this by:	
Steps to achieve my goal include:	<ul style="list-style-type: none"> • ... • ... • ...

Goal #3

My goal is to:	
Why I am pursuing this goal:	
I will do this by:	
Steps to achieve my goal include:	<ul style="list-style-type: none"> • ... • ... • ...



View an example of the Outreach Workplan as Appendix Item A.



Next Steps

What is a Phase II?

There is a possibility to continue as a Community Transportation Navigator in a Phase II portion of this pilot. While Phase I ends definitively on April 30th, staff support will then assess ways that Navigators can continue participation for a late-May to early-June 2020 time frame. The content of this participation will be dependent on several factors, including conditions for outreach in King County and the outcomes or lessons learned in Phase I Community Reports.

Navigators who participated in Phase I are not obligated to engage in Phase II.

What is the time frame for a Phase II?

Staff support will notify Navigators no later than May 25th, 2020 if Phase II will be moving forward.

Staff will also have a more clarified goal of what Phase II will entail -- whether it be direct outreach, remote engagement, or specific training – at this time.

For questions, please contact:

Sara Sisco
SSisco@hopelink.org
(425) 943-6796

Cassidy Giampetro
CGiampetro@hopelink.org
(425) 943-6752



Outreach Workplan EXAMPLE

Name: Cassidy Giampetro

Organization/Community you represent: Eastside Mandarin-speaking community

Please list 2-5 goals you will pursue as a Navigator.

Goal #1

My goal is to:	My goal is to show at least three people how to use the bus.
Why I am pursuing this goal:	Elders in my community face lots of social isolation. One reason they do not get out of the home a lot is because the bus system feels overwhelming. By showing them how to use the bus, I can help assure them that they can effectively use this form of transit.
I will do this by:	I will do this by having conversations with elders, or the children of elders, in my community and asking them if they ever want to use the bus travel. If they do not but would like to, I will offer them personal training.
Steps to achieve my goal include:	<ul style="list-style-type: none"> • Spend time at a location I know older adults in my community like to go, or where lots of my community members are so I can ask about their parents. • I will converse with them about the types of activities they like to do and if they are often able to do them based on their own mobility. • If they express that they would like to get out more, I will ask them about using the bus. • Based on their answers, I will offer to personally show them how to use the bus and ride alongside them to a destination so they understand how to do it themselves.

Goal #2

My goal is to:	Orally survey at least 20 people in my community about why they do not like using the Light Rail.
Why I am pursuing this goal:	I know that people in my community do not like using the Light Rail and prefer the bus and I am not sure why. They also share information mostly through word of mouth, so it is better for me to



	survey them orally. Knowing why they do not like using the Light Rail can help me reduce misinformation and learn more about my community's fears or barriers.
I will do this by:	I will do this by creating short, flexible interview questions to ask when sitting down with 20 individuals for a one-on-one conversation.
Steps to achieve my goal include:	<ul style="list-style-type: none"> • Write an interview template of questions to ask that will provide me with the answers I am looking for about how my community feels towards the Light Rail • Spend time at places I know people in my community go to and ask them if they would be willing to answer questions about the Light Rail • Sit one-on-one with individuals, write notes on their responses to my interview questions • Compile their answers to see if there are reoccurring themes

Goal #3

My goal is to:	Create a flyer in Mondrian that details the transportation information individuals need to know if they want to get transportation to medical appointments in Seattle.
Why I am pursuing this goal:	While my community is on the Eastside, many people travel to Seattle for medical appointments. They do not like driving into Seattle, finding parking, or having to drive after medical appointments. Creating a flyer that tells them the relevant programs they can use, in addition to how to use them, can serve as a reference for them next time they need to visit a doctor in Seattle.
I will do this by:	Using Microsoft Publisher to create a flyer and the my own knowledge of
Steps to achieve my goal include:	<ul style="list-style-type: none"> • Outline what I want to include in the flyer • Check with the providers I want to include that all information I plan to put on the flyer is accurate



	<ul style="list-style-type: none">• Use Microsoft Publisher to design my flyer• Secure printing for my flyer• Distribute my flyer to places I feel my community goes, including getting in contact with hospitals or doctors offices that my community frequents and sharing flyers with them to give to patients
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Appendix Item E

Pre and Post Pilot Surveys

Pre-Survey Questions:

- What is your name?
- How often do you use the following services?
 - Bus, Light Rail, Bike, Walk, Uber/Lyft, Personal vehicle
 - Rated on a scale of daily, weekly, monthly, yearly, never
- Do you get around in any way that is not listed above? Please mention below.
- Do you know of any other ways of getting around, including transportation services, that exist besides the bus and light rail? Please list all that you know.
- On a scale of 1 to 5 (1 being not confident at all and 5 being very confident), how confident are you in your ability to show someone how to ride the bus?
- On a scale of 1 to 5 (1 being not confident at all and 5 being very confident), how confident are you in your ability to show someone how to ride the light rail?
- On a scale of 1 to 5 (1 being not confident at all and 5 being very confident), how confident are you in your ability to help someone plan a trip for themselves?
- Please list all the ways or resources you know of that can help someone figure out how to plan a trip.
- Do you have your own ORCA card?
- Do you know about the different types of ORCA cards a person can get?
- Please list the types of ORCA cards you know about.
- Do you know how a person can enroll to get an ORCA card?
- What community are you hoping to work with for this program?
- What do you know about the way your community gets around?
- On a scale of 1 to 5 (1 as not confident and 5 is very confident), how confident do you feel that you understand the transportation and mobility needs of your community?
- What are the most common obstacles your community faces in using certain types of services?
- Does your community have any fears about getting around?
- Do you feel there are any commonly held beliefs or misconceptions about transit or specific services in your community?
- Do you feel like you have an idea of the types of trips that are most important for your community to be connected to?
- Please list an additional comments that are important for you to consider relating to the way your community gets around.
- What are you hoping to learn during this pilot?
- What is your current employment status?
- Please indicate your weekly availability during these times.
 - All days of week listed
 - Morning (9am-12pm), Afternoon (12pm - 5pm), Evening (5pm - 8pm)



- Do you have any significant scheduling conflicts between March 15th to June 15th that will interrupt your work?

Post-Survey Questions:

- What is your name?
- Do you know of any other ways of getting around, including transportation services, that exist besides the bus and light rail? Please list all that you know.
- Please list all the ways or resources you know of that can help someone figure out how to plan a trip.
- Please list the types of ORCA cards a person can get.
- Do you know how a person can enroll to get an ORCA card?
- Did you learn anything new about your community when writing the Community Report?
- Do you feel the Community Report was useful to complete before the Outreach Workplan?
- Did the Outreach Workplan help you envision specific goals to achieve?
- Do you feel you can use your Outreach Workplan beyond this pilot to perform outreach?
- On scale of 1 to 5 (with 1 being least satisfied and 5 being most satisfied), how satisfied were you with the transportation training you received as part of this pilot?
- What did you like or dislike about the transportation training you received?
- On a scale of 1 to 5 (with 1 being no impact and 5 being high impact), how adequately do you feel that the needs you expressed to staff had an impact on the training and support you received?
- On a scale of 1 to 5 (with 1 being least satisfied and 5 being most satisfied), how satisfied were you with the Community Transportation Navigators pilot overall?
- Do you have any additional comments about being a Community Transportation Navigator that will help us support a program and other Navigators in the future?
- Would you be interested in working with Hopelink Mobility's Education and Outreach team as a volunteer?
- Would you like to receive the King County Mobility Coalition monthly newsletter on transportation information?
- Can we contact you to request help if we are performing outreach in your respective communities?
- Is there any specific way you think Hopelink Mobility can continue to support you beyond the pilot in your community outreach goals?