

Transportation Choices Coalition

STRATEGIC PLAN

2023–2026



Transportation  **Choices**
transit for all



MESSAGE FROM THE BOARD PRESIDENT

It is my sincere honor to present the Transportation Choices Coalition Strategic Plan for 2023-26.

In the five years since TCC adopted our last Strategic Plan, we experienced one unprecedented event after another. Looking back, we can appreciate the humor of “planning” for a chapter of history in which everything was in flux and simple narratives were hard to come by. At first, many thought the COVID-19 lockdowns might tank the need for transit service. In reality, getting essential workers safely and reliably to their jobs and home again made transit even more critical to keeping our communities afloat. And while we’ve long understood that transit is intrinsically linked to social and economic inclusion and justice, we did not anticipate how a generational civil rights movement would reveal inequities and mandates for our transportation community to address.

At every turn, TCC and our community embraced the challenge—at once rooting the organization in its mission and values while catching and holding fast to forces of change. It is with that same spirit that we bring you this strategic plan, along with renewed mission and vision statements. It is a plan to ground TCC’s work as we enter another moment of change:

We’ve bid a fond farewell to an incredible Executive Director, and we are looking forward to a new chapter of leadership.

I have immense confidence in, and gratitude for, the TCC staff, coalition members, Board of Directors, and our network of partners and supporters—and our shared ability to realize thriving, transit-oriented communities where people of every race, class, ability, and zip code can get where they need to go. Thank you for being part of that work.

See you on the bus,
Richard



What We've Done

In setting our priorities, we considered the current context for our work, input from partners and stakeholders, and our organizational values as guiding principles.

What has happened since our last Strategic Plan?

In 2018, we laid out some big goals for our organization. Since then, we've navigated the global COVID-19 pandemic, along with major challenges and wins for transportation in Washington state. To learn more about TCC's work between the years 2018 and 2022, [check out our Annual Reports](#). You can also [check out TCC's full 5-year plan from 2018](#). Read on to learn how we, together with our coalition partners, did in meeting our strategic goals:

We strengthened support for transit:

- » We passed Move Ahead WA, bringing billions of dollars to transit, walking, and biking, and creating a paradigm shift in transportation funding for decades to come.
- » We continued building relationships through community coalitions.
- » We set an all-time national record for approval of a transit measure—with over 80% of Seattleites approving a transit service tax renewal.
- » We gathered support from 14 Jurisdictions, including the State of Washington, to declare June as Ride Transit Month.

We connected people to opportunity:

- » We passed 'Youth Ride Free' to support fare-free transit for everyone 18 and under in Washington. (This is the most ambitious fare access program in the country!)
- » We renewed support for the Seattle Transportation Benefit District (STBD), successfully increasing funding for the City's transportation needs.
- » We won a ballot measure in Thurston County to bring more resources to Intercity Transit and allow them to go zero-fare.
- » We won a ballot measure in Chelan and Douglas counties to allow Link Transit to go zero-fare.
- » We successfully stopped efforts that would have reduced funding for Ben Franklin transit in the Tri-Cities and resulted in service cuts.



We helped implement **essential transit improvements**:

- » We improved funding policies at Puget Sound Regional Council to guide spending of Federal dollars throughout the region toward equitable, multimodal transportation.
- » We created a funding pathway for connecting the Seattle Streetcar down 1st Ave.
- » We supported the advancement of a high-speed rail corridor for the Cascadia region.
- » We supported Sound Transit in developing an updated affordable project delivery plan in the face of challenging financial circumstances.

We led the way **toward progressive solutions**:

- » We reformed fare enforcement at King County Metro and Sound Transit and helped create a fare ambassador program.
- » We supported the development and passing of King County's first equity-rooted Mobility Framework.
- » We worked together to pave the way for investments in transit-oriented housing and workers' rights.
- » We passed a first-in-the-nation wage reform for ride-share drivers.
- » We won camera-based enforcement of bus lanes and crosswalks in Seattle.

We pursued **ongoing operational excellence**:

- » We clarified and deepened our commitment to advancing racial equity and social justice in transportation and in the world.
- » In response to the COVID-19 pandemic, we developed safe, iterative work plans and best practices to engage staff while protecting ourselves and our communities.
- » We updated our organizational policies and processes to ensure TCC is living our values internally and externally.
- » We grew our team by adding new staff and board members!



MISSION & VISION

Our Mission and Vision got a refresh in 2023! These statements represent TCC's ongoing commitment to mobility justice, sustainability, and responding to emergent issues.

MISSION

Transportation Choices Coalition brings people together to advocate for safe, sustainable, and equitable transportation across Washington.

VISION

We envision thriving, transit-oriented communities where people of every race, class, ability, and zip code can get where they need to go.



COMMUNITY ENGAGEMENT & 2023 STRATEGIC PLANNING PROCESS

Between December 2022 and March 2023, TCC and our strategic planning consultant, Cascadia Consulting Group, engaged TCC partners, member agencies, staff, board members, and the broader transportation community to gather input on priorities for the next three years. Our engagement strategies included distributing a statewide survey that received over 360 responses, as well as conducting 18 one-on-one interviews with key TCC partners and community representatives. Interviewees were compensated \$75 for their time. In addition to promoting the survey through TCC's existing networks, we also completed additional outreach via social media ad campaigns to increase the reach of survey responses. (See Appendix A for a summary of responses.)

As a complement to our community engagement process, TCC staff and board came together for a day-long in-person retreat to brainstorm, reflect, and plan for the next three years. As we developed our strategic plan, we integrated the feedback we heard from community members with input from our staff and board members.



ORGANIZATIONAL VALUES

We strive to embody the following values internally as an organization and externally in our work with communities and partners.

Mobility Justice

We believe mobility is a human right and that everyone should be able to get where they need to go, free of barriers, and with transportation options that work for them. We are dedicated to prioritizing those most impacted by transportation policies and historical disinvestment.

Impact

We target bold, effective solutions to institutional and systemic transportation challenges across Washington. We advocate for progressive, upstream policies to fundamentally change how our state responds to issues such as the accelerating demands for just transportation, the increasing urgency of the climate crisis, and the ever-growing economic and social inequities that affect our communities.

Relationship Building and Collaboration

We practice deep listening and inclusivity both within our internal team and with our external community partners. We're committed to working through discomfort, holding space for conflict, and seeking authentic feedback. We aim to keep TCC's culture warm and inviting for dialogue and participation, making TCC a great place to do great work.

Integrity

We walk our talk. We value transparent communication and strive to be a trusted resource for our communities. We hold ourselves accountable for our mistakes and consistently seek feedback on how to further align our actions with our values and goals.

Sustainability

We are committed to sustainability for ourselves, our organization, and our communities. We believe that all generations have the right to a clean planet and a healthy future with vibrant and plentiful transportation options. We prioritize policies and strategies that enhance the mobility of all Washingtonians while reducing our carbon footprint.

STRATEGIC GOALS

We identified the following strategic goals to guide TCC's work through 2026. The goals provide strategic guidance for TCC to continue our current work and to respond to emerging issues and trends in the transportation and mobility justice spheres during the next three years.

- 1. Advance holistic, intersectional transportation policies that support community safety, promote mobility justice, and combat climate change.**
 - » Advocate for safe and convenient regional and statewide transit systems that connect Washington communities and reduce pollution.
 - » Develop and support policies that improve the safety and well-being of transit riders, transit operators, and people walking, biking, and rolling, and that are adaptable to emerging challenges.
 - » Fight for institutionalized racial equity, inclusion, and accessibility for low-income, BIPOC, tribal, and rural communities.
 - » Identify legislation to reduce and undo harm from punitive enforcement of historically discriminatory transportation policies.
 - » Push for broadened representation at policymaking tables to ensure impacted communities and transit riders are centered in decision-making processes.
 - » Promote equitable access to transit by advocating for affordability, access for people of all abilities, and language accessibility.
 - » Support land use planning, affordable housing, and transit-oriented development as necessary

elements for sustainable and accessible transportation systems.

Example of how we're putting this goal into action:

We are collaboratively developing a transit safety framework with policy recommendations and priority actions to improve transit rider experience and the reputation of transit.

- 2. Increase funding to accelerate sustainable, multimodal transportation improvements for all Washingtonians.**
 - » Prioritize statewide transportation funding toward investments that reduce greenhouse gas emissions and make communities safer.
 - » Catalyze statewide conversations on major, long-range transit funding mechanisms.
 - » Continue to work to identify progressive funding sources that do not disproportionately impact low-income and BIPOC households.
 - » Support local funding initiatives that prioritize multimodal safety, carbon-neutral multimodal and mobility investments, and transit service expansion.

Example of how we're putting this goal into action:

We're educating elected officials about and advocating for a progressive, flexible road usage charge that reduces greenhouse gas emissions and air pollution while supporting transit and active transportation options.

3. ***Build public support by providing education and engagement around transportation and advocacy.***

- » Use our communication platforms and community events to provide expertise and education for the public to learn about transportation policy and advocacy.
- » Strategically support local initiatives to complement statewide, grassroots efforts toward transportation equity.
- » Invest resources to amplify the reach of BIPOC-led advocacy groups.
- » Provide accessible information and facilitate participatory conversations to foster leadership development and community-building in transportation advocacy.
- » Engage with youth to better understand their transportation needs and build advocacy capability and leadership development amongst young transit riders.

Example of how we're putting this goal into action:

We're supporting local campaigns for multimodal transportation across the state by providing education and organizing power in places where there are few other transportation advocacy organizations.

4. ***Deepen statewide collaboration through coalition-building and partnerships rooted in authentic, trust-based relationships.***

- » Leverage political power and relationships to address broader, intersectional priorities and investments.
- » Prioritize partnerships with BIPOC-led community organizations.
- » Engage with ongoing feedback from partners and communities to respond to emerging mobility justice priorities.
- » Connect with and strengthen collaboration among local advocacy groups, particularly those serving BIPOC communities, and city and local governments across WA state.
- » Widen geographic representation of TCC staff and board to better understand and address rural and suburban issues statewide.
- » Continue to consult with TCC partners to coordinate support for legislative agendas.
- » Increase tribal engagement and field organizing to advance the transportation priorities of tribal nations and Indigenous communities.

Example of how we're putting this goal into action:

We've built a statewide, intersectional coalition of people and organizations to push for the repeal of jaywalking laws. The campaign involved deep collaboration including values setting, campaign agreements, and a thorough debrief aimed at continuous improvement.

5. *Meaningfully advance racial equity and mobility justice in leadership, policy, and strategic engagement.*

- » Amplify the voices of BIPOC communities, low-income individuals, youth, and people with disabilities in TCC decision-making, policy and process development, and leadership.
- » Prioritize racial equity throughout TCC's hiring and onboarding of new staff members.
- » Increase representation of BIPOC communities in TCC staff, board, and decision-making processes.
- » Participate in internal staff development around equity and inclusion and compensate speakers and trainers for their time.
- » Develop opportunities for BIPOC community representatives to engage directly with TCC's racial equity action plan, policy priorities, and agenda development.

Example of how we're putting this goal into action:

In addition to regular coalition meetings with BIPOC stakeholders, we've created an annual partner survey to help guide TCC's strategic priorities.



Staff

- » Kelsey Mesher, **Interim Executive Director**
- » Hester Serebrin, **Policy Director**
- » Matthew Sutherland, **Advocacy Director**
- » McKenna Lux, **Events and Engagement Manager**
- » Nivya Murthi, **Policy Analyst**
- » Raven Cruz, **Operations Manager**
- » Susan Gleason, **Development Manager**

Board of Directors

- | | |
|---|-------------------|
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| » Dan Kully, Vice President | » Emily Mannetti |
| » Sam Zimbabwe, Treasurer | » Kylie Rolf |
| » Kristina Walker, Secretary | » Charla Skaggs |
| » Katie Garrow | » Jeremy Une |
| » Jacob Gonzalez | » Caleb Weaver |

ACKNOWLEDGMENTS

Transportation Choices Coalition wishes to thank all the community members and partners who provided their time, insights, and expertise, as well as Cascadia Consulting and Kimley-Horn for their support in developing and designing this strategic plan.



Transportation Choices Coalition Strategic Plan, 2023–2026

Appendix A. Community Engagement Summary

Strategic Planning Engagement Overview

Community feedback is a core pillar that has informed the TCC strategic plan. As a statewide nonprofit, TCC advocates for a safe, affordable, and reliable transportation system for *all* Washingtonians. Our strategic plan is shaped by the communities we serve.

Community Survey

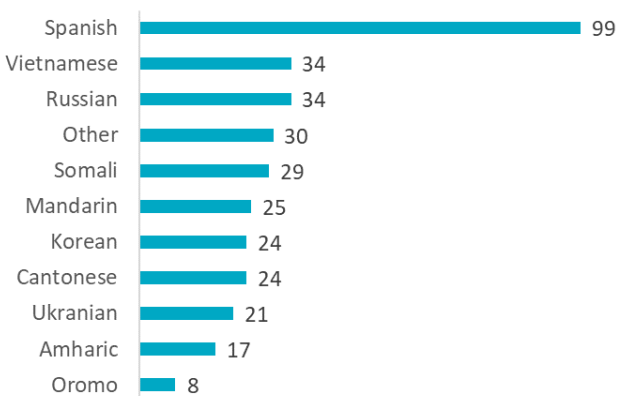
We heard from 365 community members across Washington in our community survey. Respondents were individual community members as well as individuals serving an array of communities such as elderly populations, BIPOC communities, low-income individuals, people with disabilities, and other Washingtonians.

We primarily heard from individual transportation advocates, but we also heard from TCC members, past event attendees, donors, partners, and others.

We received the most responses from individuals living or working in the following locations (top five):

Seattle & King County	235
Pierce County	26
Snohomish County	25
Benton County	13
Franklin County	11

Many survey respondents work for organizations that serve populations and communities in Washington. **Respondents indicated they work with communities that speak the following languages:**



Partner Interviews

We conducted one-on-one interviews with 18 key partners representing a variety of interests and communities, including economic justice, environment and environmental justice, labor, mobility justice, public health, racial justice, and county- and statewide transportation. Some interviewees had long-standing relationships with TCC and were very familiar with TCC's work. Other organizations had only engaged with TCC in a limited capacity but represented key perspectives that align with TCC's work.

TCC Priorities and Projects

The chart below shows how many survey respondents rated the following **priorities and projects** as “very important” for them and their communities. These priorities were provided as a list, and survey respondents rated each project as “not important,” “neutral/I don’t know,” “somewhat important,” or “very important.”



Survey respondents identified the following as the most urgent transportation needs in their communities:

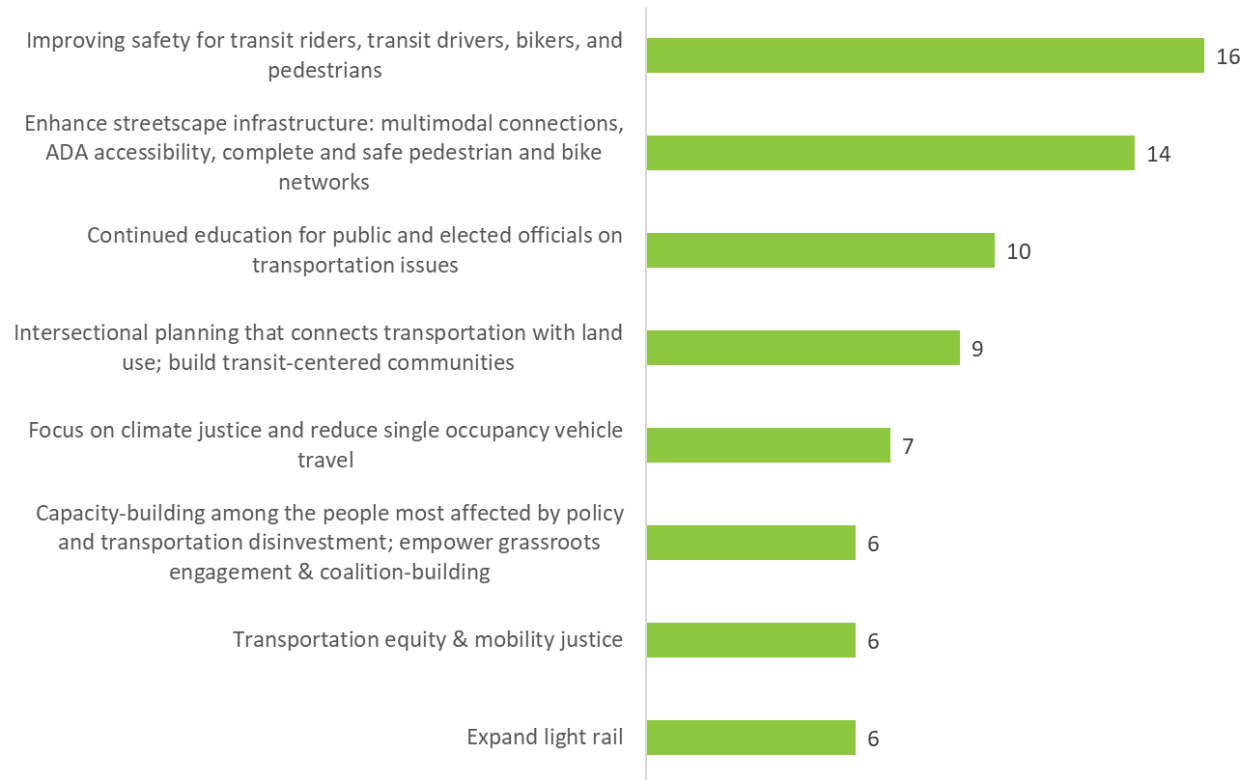
- ✓ Improved connections between public transit and biking and walking routes
- ✓ Increased frequency of public transit service and expanded public transportation options
- ✓ Expanded light rail service
- ✓ Improved reliability of public transit
- ✓ Improved pedestrian infrastructure for people walking, biking, and rolling
- ✓ Expanded bus service
- ✓ Improved safety
- ✓ Equitable access to transportation for disabled riders, seniors, and underserved communities

The chart below shows how many survey respondents rated the following aspects of TCC's work as "very important." These activities were provided as a list, and survey respondents rated each activity as "not important," "neutral/I don't know," "somewhat important," or "very important."

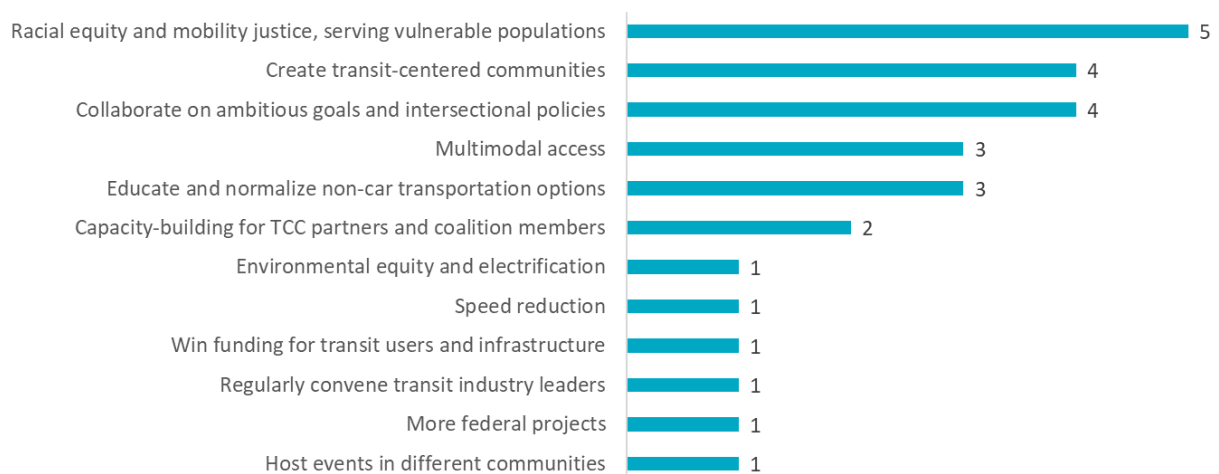


Survey respondents also described other work they thought TCC should be doing or doing more of.

The top two priorities were improving safety for transit riders, transit drivers, bikers, and pedestrians; and enhancing streetscape infrastructure, such as building multimodal connections between transit and pedestrian and bike facilities. Survey respondents identified the following projects and priorities:



In our one-on-one interviews, interviewees discussed the following as work that TCC should be doing, or doing more of:



Amplifying TCC's Racial Justice Priorities

While 20% of survey respondents indicated TCC is doing well to amplify the interests of BIPOC communities and advance racial justice, over 40% were not aware of TCC's efforts or did not feel comfortable answering. That's why in 2023 we are doubling down on our commitment to advancing racial justice.

Survey: How do you feel TCC does at amplifying the interests of BIPOC communities and advancing racial justice?

Don't know; N/A	148
TCC is doing well	76
TCC can do better in amplifying the interests of BIPOC communities & advancing racial justice	18
TCC needs more BIPOC leadership, including staff representation from BIPOC communities and different parts of WA	6
TCC should focus more on overall transportation issues in WA, including suburban and rural transportation challenges, and challenges to low-income communities	3
TCC should focus on security and personal safety at transit stops	2
TCC's racial justice efforts go against their stated goals	2

Interviews: How do you feel TCC does at amplifying the interests of BIPOC communities and advancing racial justice?

In one-on-one interviews, half of the interviewees (nine) said TCC's racial justice efforts are genuine and that TCC is intentionally incorporating racial justice in our work. However, four interviewees mentioned that racial justice is still a growth area for TCC. Three interviewees noted that there is a gap between TCC and the communities most impacted by transportation policy. As a grass-tops organization, TCC is often a step removed from the communities they are serving.



Defining TCC as an Organization

One of our goals for the 2023 strategic plan was to be shaped by and integrate feedback from community members, partners, staff, and board members. The following data summarizes survey and interview feedback we received about TCC as an organization — our strengths, our areas of improvement, and our values.

Survey: When you think about Transportation Choices Coalition, what comes to mind?

Advocacy for policies that expand transportation equity, options, and access	65
Advocacy for equitable & accessible transit improvements	41
Increasing transportation options/choices and accessibility (not advocacy-specific)	28
Effective lobbying and organizing; political power & influence	20
Communication, information, and education	20
Seattle; Puget Sound; urban focus	15

Survey: What are TCC's strengths?

Coalition- and relationship-building; collaboration	18
Policy & advocacy expertise	16
Communication and keeping people informed	16
TCC's reputation or "good name," political power, respect of elected officials	14
Motivated and knowledgeable staff	11
Strong organizers for campaigns & legislation; effective	10
Clear mission and goals; message & work that people can get behind; values-aligned	8

Survey: What are areas of improvement for TCC?

N/A	23
Advocate for safe public transit for all people	12
More direct community engagement and local networks, including involving smaller agencies	8
Communications / Website & Email Improvements	8
Greater collaboration and coalition-building with statewide organizations, including consultation on legislative proposals	7
Strengthen and expand partnerships with BIPOC-led organizations and engagement with BIPOC individuals	4
Include equity / racial justice in mission	4
TCC staff should reflect the diversity of the communities they serve	3
More focus on ADA accessibility and disabled communities	3
Explicit focus on sustainability, GHG emissions, and/or the environment	3

Interviews: What values do you feel TCC embodies?

Equity/Inclusivity	9
Accessibility	6
Sustainability	5
Advocacy	5
Safety	2
Education/Communication	2
Coalition/Collaboration	2
Political Feasibility and Power	2
Health	1
Infrastructure	1
Active Transit	1
Accountability	1
Hardworking	1
User Experience	1
Integrity	1
Racial Justice	1