



***PA Changing Demographics and
the Impact on Transportation Workforce Needs
Scope of Work***

as of April 3, 2024

Study Background

The proposed TAC study scope of work comes against the backdrop of an executive order aimed at development of a master plan for an aging Pennsylvania:

- In May 2023, the Governor signed [Executive Order 2023-09 – Pennsylvania’s Master Plan for Older Adults \(pa.gov\)](#) directing the Pennsylvania Department of Aging (PDA) to develop a Master Plan for Older Adults. Over the next few months, the Department of Aging collected input from stakeholders.
- There are 21 recommendations in the draft “Aging Our Way, PA | A Plan for Lifelong Independence” plan specific to transportation where Pennsylvania Department of Transportation (PennDOT) is identified to lead or co-lead 17 recommendations, and “partner” on 4 others. Most of these recommendations target strategies involving the transit and bike/ped modes and some driver services issues. The strategies however lack essential detail that would be needed to inform implementation.
- The [Aging Our Way, PA](#) draft plan (AOWPA) comes as a response to an Executive Order and does not directly address issues related to the state’s transportation workforce.¹
- The TAC desires to conduct a deeper examination of both aging and workforce retention / development to respond to the Center for Rural PA Study. The TAC scope of work includes many of the PDA draft study recommendations where more detailed analysis may be warranted to inform implementation. The TAC awaits the release of the plan later this year so it can review the recommendations and decide if additional analysis is warranted. Depending on the TAC’s assessment, additional tasks could be included as part of this scope:
 - Review of the PDA plan elements that apply to transportation, both directly and indirectly;
 - Engage stakeholders (including organizations that work on behalf of seniors, and transportation providers) around those particular items (this element will have a multimodal focus);
 - A scan of how other states are addressing this issue;

¹ A draft of the plan is available at the following link:

<https://www.aging.pa.gov/publications/MasterPlan/Documents/MP%20Reference%20Document%20-%20Final.pdf>



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- Identify options and alternatives for addressing AOWPA transportation findings or recommendations;
- Review with Task Force, including criteria for prioritizing options; and
- Develop draft recommendations and proposed implementation approach.
- Selected representation from the PDA plan will be invited to participate on a project Task Force, including PDA, Pennsylvania Department of Community and Economic Development (DCED), Pennsylvania Department of Conservation and Natural Resources) DCNR, and Pennsylvania Public Utility Commission (PUC). Many of these agencies were listed as a lead or partner with PennDOT on a variety of transportation recommendations.

Study Objectives

The TAC seeks to contribute to the stakeholder input sought per the Governor's Executive Order and Master Plan for Older Adults. The study will be organized to achieve the following:

1. Identification of the key issues, challenges, and opportunities for older Pennsylvanians;
2. A scan of other states best practices in providing transportation options for seniors;
3. Compile a statewide and regional Demographic analysis of the share of the state's population that are seniors over the next several decades based on data availability;
4. Assess how aging impacts the delivery of transportation services; and
5. Identification of topics to address in a follow up full-study.

Scope of Work

The scope of work is organized to address the study as proposed in the TAC Study Topics Request Form. It will employ a combination of approaches, along with stakeholder engagement to gain a better understanding of senior transportation needs and develop targeted strategies for improvement. It includes the following steps:

- **Review of Literature** to understand the transportation challenges faced by seniors.
- **Stakeholder Outreach** to gather firsthand insights into their transportation needs, preferences, and challenges.
- **Stakeholder Consultation** with transportation agencies, advocacy groups for seniors, healthcare providers, and local government officials to gather insights into policy initiatives, funding constraints, and resources available.
- **Data Analysis/Demographic Profile** to understand Pennsylvania's aging population trends and implications, including absolute numbers, rate of change, income levels, and geographic factors that may impact transportation accessibility. A demographic profile becomes a springboard for a more nuanced view of workforce opportunities.



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- **Technology Assessment** to understand emerging technologies such as ride-sharing services, mobility apps and assess their potential to address senior transportation needs, considering factors such as affordability, ease of use, and accessibility.
- **Policy Analysis** to review existing transportation policies at the state level to identify gaps and opportunities for policy reforms that support senior mobility and accessibility.

Task Force meetings will be held on a regular basis throughout the duration of the study process to address key milestone products and activities. The Task Force may include non-TAC members who bring important perspectives and subject matter expertise to the analysis and feasibility of the ultimate recommendations.

Task 1: Project Initiation – Kickoff, Task Force Meeting #1 and Problem Definition (July 2024)

The project team will prepare for and facilitate an issues-oriented kickoff meeting with the Task Force. Task Force membership will be established as part of the initial startup preceding the meeting and will include a mix of TAC members and other stakeholders. Key external members should include PDA, the Center for Rural PA, and the Pennsylvania Department of Agriculture. The project team will introduce the study topic and provide initial background on national trends regarding the topic. The study scope of work will be reviewed, and input solicited from the Task Force members.

Task Deliverable and Outcome: The Task Force and project team will have a shared understanding of the project scope of work, and how the Task Force will be engaged throughout the study's duration. A meeting summary (primarily outlining strategic input received and how it will be used in carrying out the ensuing work) will be prepared and distributed to members. An action tracker appropriate for joint efforts of consultant team and the Task Force will be incorporated.

Task 2: Demographics (Workforce) Profile (July - October 2024)

This phase of the project will be comprised of two major elements: (1) a review of relevant literature on the topic of demographic changes and associated implications for workforce needs and development, and (2) a scan of workforce issues and trends on a national level. This research effort will focus on transportation workforce issues and trends, including PennDOT and other modes and industries that have implications for the Commonwealth's transportation system. These could include public transportation, the trucking industry, aviation, freight railroads, port/maritime industries, and civil engineers/heavy contractors (through the Pennsylvania chapter of the American Council of Engineering Companies). Pertinent resources from the American Planning Association will also be reviewed.

A separate element of this task will be a comprehensive review of the *Aging Our Way, PA* (AOWPA) plan currently nearing completion. One focus of this effort will be the transportation elements of the AOWPA report, with a particular emphasis on the 21 recommendations where PennDOT is identified as a lead, co-lead or partner for implementation. Another area of focus will be on research from other states dealing with transportation needs associated with an aging population.

An inventory of issues and opportunities will be drawn directly from the AOWPA plan for this TAC study.

Task Outcome or Deliverables: The research and outreach of Task 2 will be summarized in Technical Memorandum #1. This document will include a base demographic and workforce profile developed for Pennsylvania, and a comparison to surrounding states and national trends. Relevant information from



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the AOWPA plan will be incorporated as transportation issues and opportunities related to changing demographics in the state.

Task 3: Targeted Stakeholder Engagement (October 2024)

The project team will organize and facilitate a stakeholder workshop to discuss demographic issues in Pennsylvania and associated transportation and workforce challenges. Stakeholders would include the Task Force members identified in Task 2, along with additional external stakeholders such as workforce development and economic development organizations, MPOs and RPOs in Pennsylvania, DCED, the Pennsylvania Department of Labor & Industry (L&I), and the Pennsylvania Department of Education (DOE). Additional stakeholders not listed here will be drawn from the AWOPA plan, including (potentially) advocacy groups and transportation service providers. The team will share the preliminary results of the Task 2 research with the stakeholders and solicit input on potential options to address the demographic and workforce challenges identified in that research.

Task Outcome or Deliverable: A summary of the stakeholder discussion will be prepared and distributed to members. The report will include highlights of the event, key themes related to demographics, transportation and workforce development, and a refinement of any previous findings from Task 2 based on the input from the stakeholder group.

Task 4: Identify Options & Alternatives / Task Force Meeting #2 (November 2024)

Drawing from the results of the Task 2 research effort and the Task 3 stakeholder outreach, the project team will develop a briefing of issues, opportunities and challenges related to demographic changes, transportation needs of an aging population, and workforce development in Pennsylvania. These issues and opportunities will be organized into four general topic areas, including:

- Demographics
- Transportation policy, infrastructure and operations (including changing public transit needs)
- Workforce development needs
- Special needs for vulnerable and/or aging populations by region across Pennsylvania

Task Force Meeting #2 will be held to evaluate the findings and identify a prioritized list of further actions in the areas of transportation policy, infrastructure planning and design (including public transit needs), economic and workforce development considerations and opportunities, along with the pros and cons for each.

Task Outcome or Deliverables: The results of this task will be summarized in Technical Memorandum #2. This document will build on the demographic and workforce profile developed in prior tasks, along with research on national trends, to identify options to address transportation challenges in Pennsylvania associated with the state's changing demographics and workforce needs.

Task 5: Options Evaluation Workshop (December 2024)

Based on the outcome of the Task 4 effort to identify options and alternatives to address transportation and workforce issues resulting from the emerging demographic changes in Pennsylvania, the consultant team will organize and facilitate a workshop of Task Force members to consider, discuss and prioritize



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the options developed in Task 4. Implementation responsibilities for recommended options will be a key consideration when prioritizing and recommending options to address these needs and challenges. Transportation-related recommendations from the AOWPA plan will be included in their entirety, though they will be refined and expanded as needed to provide sufficient information related to implementation roles and responsibilities before they are presented at this workshop.

Task Outcome or Deliverable: Task Force consensus on findings, evaluation of options, and other issues of note to be addressed in the development of the project report.

Task 6: Draft Report / Task Force Meeting #3 (January 2025)

Based on the outcome of the Task 4 issues/opportunities identification process and the Options Evaluation Workshop (Task 5), the consultant team will organize the information collected and stakeholder input to develop a draft study. The draft study will be provided to the Task Force for advance review. Graphics and visualizations will be integral elements of the study report. The team will facilitate a Task Force meeting to discuss the report findings and recommendations, with a special focus on the refined AOWPA recommendations from Task 5 workshop. The Task Force input will be documented for reference in finalizing the study.

Task Outcome or Deliverable: Task Force consensus on report findings and recommendations and any Task Force items to be addressed for the finalization of the study.

Task 7: Report Review and Finalization (February - March 2025)

From the outcomes of the Task Force meeting, the consulting team will address all comments and direction received and finalize a draft final study. This Task will also entail any final vetting that may be needed by PennDOT leadership and/or other stakeholders in economic development agencies, workforce development, and private industry.

Task Outcome or Deliverable: A draft final study that encompasses the final input from the Task Force. Copies will be provided to the Program Center for distribution to the full TAC.

Task 8: TAC and STC Presentations (April 2025)

A study presentation will be prepared and delivered to the TAC for a recommendation for approval. A final presentation will be prepared and delivered to the STC for consideration of approval of the final report. The consulting team will provide project briefings to both groups throughout the duration of the study process as part of their regularly scheduled meetings.

Task Outcome or Deliverable: TAC endorsement and STC approval of the final report. A final PDF will be provided to the Program Center for posting on the STC's website.

Task 9: Project Communications (July 2024 to April 2025)

As an ongoing task, the consultant team will assist the TAC and PennDOT Press Office in raising awareness of the TAC study, particularly at the project's conclusion. This would entail content that TAC members could use in raising awareness among their constituent groups and could include press



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releases, social media artwork, and FAQ pages. Content would define what the TAC is, why it chose to select the topic of demographics and transportation/workforce needs for evaluation, and the study's objectives and findings. Content would eventually be used in developing the TAC annual report for further awareness raising.

Task Outcome or Deliverable: Press releases and artwork for use on social media channels for raising awareness of the TAC study, its process, and outcomes.

Schedule

The proposed project timeline is based on anticipated TAC and STC approvals in April 2024. Milestone dates may vary based on schedule constraints tied to formal TAC meetings and stakeholder availability.

No.	Task Name	Start Date	End Date
1	Project Initiation	07/24	07/24
2	Demographics (Workforce) Profile	07/24	10/24
3	Targeted Stakeholder Engagement	10/24	10/24
4	Identify Options & Alternatives	11/24	11/24
5	Options Evaluation Workshop	12/24	12/24
6	Draft Report	01/25	01/25
7	Report Review and Finalization	02/25	03/25
8	TAC and STC Presentations	04/25	04/25
9	Project Communications	07/24	07/25