

MMC Conversations: Building Mobility Management Networks

Good afternoon, everybody. Welcome to our second, full meeting of mobility management connections conversations. This particular session is really focused on building mobility management networks.

[00:00:16] And we're so glad you're here. We've got an array of NCMM staff on the phone representing Easterseals, APTA, and CTAA. We've got our mobility management champions. So you'll be hearing from later in the discussion and we're excited that you could participate in this call.

[00:00:34] So what we want to do is, before we get started is find out where everybody's from regionally. And I think Jerome is going to introduce a poll that we have. Yes. So in the chat, I dropped a link to this feature called poll everywhere, that we've used in the past. And it's a fun and interactive way to get poll responses online or on the phone.

[00:00:57] **Jerom Theunissen:** [00:00:57] The link I sent them the chat. It will work, online. but, you can also join via text by texting, my name. so it's jtheunissen588 to this phone number two, two three, three, three. So that will get you into the room. And then you respond with the letter that the question corresponds to. So the first question, Judy, why don't you take away the question here?

[00:01:21] **Judy Shanley:** [00:01:21] The question asks in what region of the country do you work? And we have, the responses are coming in, but yay, Midwest, Rob and I are from Chicago. So, looks like about 64% of you are from the Midwest region. We've got 21% from the Northeast and followed by 8% from the Southeast. I don't know what happened to all those people from the West, but does it look like anyone's on from the West thus far?

[00:02:01] So the Midwest is a mighty. Which is exciting in this area. So, thank you again for joining us. We have another poll question.

[00:02:18] One of the things that we as a staff have been thinking about is how are we taking care of ourselves? During this COVID time, whether you're at home working remotely or some other venue, or you're going to the office, but, type in to the poll. What's the one thing you've been doing to care. For yourself to take care of you, whether it's physically, mentally, your family.

[00:02:48] I see running walks, crafts. That's great therapy, exercising. That's good. August, one thing that week, learned about the poll everywhere is if you put into word answers, it breaks the, response up. So it's kind of, I see the word doggies. And so I'm assuming there's walking doggies. They are somewhere.

[00:03:17] outdoors. Good people are getting outside, enjoying the nice weather as long as we have it. I know in Chicago, that's not going to be too much longer, so no one said wine. That's that's how I've been taking care of myself. good. Well, thank you for your responses. And I think we have one more poll. what is your favorite fall tradition now?

[00:03:40] We all, this is a great time of the year. The leaves are changing. Weather's getting a little cooler football. That was exactly my answer. Apples. Oh, your birthday, we have someone's birthday. Campfires. Yup. Ooh, pumpkin beer. Yum. Cider sweaters. I'm with you. I love give me a big down comforter, a big heavy sweater.

[00:04:12] Love that feeling. Campfires vegetables. Yeah. The season change brings in a whole new crop of vegetables. So, yay. I hope. You all enjoy the fall traditions as long as we can. So thank you for your responses. Just a really fun way to get to know everybody on this call and, On the next slide.

[00:04:34] Really the purpose of MMC and mobility management conversations is really to have mobility management professionals, people that work in the industry feel like they've got a comfortable forum to share, share, learn, exchange ideas, you know, bounce ideas off of each other so that we all can benefit from the experience that you have.

[00:05:00] We're a range of mobility managers, people in various professions within the mobility management industry. And it's really fun to have these things conversations as a forum to get people together. I didn't introduce myself initially.

[00:05:15] I know many of you I'm Judy Shanley. and I'm the Easterseals director of the national center for mobility management. And, we've got a couple of our colleagues on the phone from, our partners in the national center for mobility management, APTA, Danny trees, this on the phone and from the community transportation association is.

[00:05:40] Kirby Wilhelm and my colleague Jerom Theunissen, and is, many of, you know, he's going to be leaving Easterseals to pursue an engineering career. So, before I forget, I just want to publicly acknowledge his contributions to the mobility management connections. He's been amazing. we also have, we use a platform for mobility management connections that we have the support of Partners for Youth with Disabilities PYD and Genelle thomas is on the phone from PYD and those folks are going to be serving as breakout leaders along with our champions. So again, the purpose of this conversation is just an opportunity to share and learn and, meet each other as a professional group.

[00:06:26] So as we move on to the next slide, some, ground rules or some, just to keep the conversation flowing as please be respectful of everybody everybody's opinion counts. When you're speaking, please announce your name and speak clearly. Okay. And when you come in, we've got, I assume to be set up so that you're automatically muted.

[00:06:55]but for any reason, if your microphone becomes un-muted, please mute it when you're not speaking. and. The directions for doing that are indicated on this slide. There's a hot key Alt+ais for command a, you also can hit the mute microphone that's in the bottom of your screen and the bottom and you bar.

[00:07:19] So, another thing to know, if you want to see everybody that is I'm participating, you can click on the participants icon, give you a flavor for who's on the call. I think in terms of our membership of the actual online platform for MMC, we've got about 140 people. And I think right now on this. Call we have about 51.

[00:07:44] And, as you could see by the diverse membership, they're from all over the country and different sectors, some rep transit agencies, some human service organizations. So, we really benefit from the diverse perspectives that everyone can bring. If you have a question, please raise your hand.

[00:08:02] And again, that, that you likely know is next to, when you look at your name on the participant list, and then there's also the old Y command. Why for raising your hand. Okay. We're recording this meeting so that we have it, and we will archive it on the NCMM website. We'll also have it available on our online platform for anybody who wasn't able to participate. And we, we had live captioning planned, but we were told at the last minute that the captioner was not available, but what we're gonna do is we're gonna, captions a transcript when it becomes available. And if you have any privacy concerns and you don't want to appear in the recording, please click on stop your video, which is also in the bottom menu bar. And if you want to ask a question, privacy, you can privately, you can hit the, the chat and highlight the person's name that you want to speak privately to, and that'll get you the question that you have to that individual.

[00:09:20] Just to remind you all the national center for mobility management, hard to believe where I'm going into our eighth year in February, we're eight years old. This is our second round of a five-year cooperative agreement with the federal transit administration our funder. And our goal is to promote customer centered mobility strategies. To ensure that people have access to healthcare. People have access jobs and economic independence and individuals or self-sufficiency and inclusive in communities.

[00:09:53] And our focus is really on individuals with disabilities. Older adults. And those with low income. And as I mentioned, it's a partnership across the American public transportation association, the community transportation association of america and my organization, which is Easterseals. Just hold fully. You all have accessed NCMM materials before we've got tons of training and products online that are all free.

[00:10:26] We encourage you to contribute to our blogs. We learn in the field learns by your experiences and the activities that you're doing at the local level that you're implementing. And so, yeah. If you ever want an opportunity to write an article about something you're doing, you think others can learn from it, please.

[00:10:47] let us know. And we encourage you to write a mobility line blog. You also have a regional liaison. we've broken our staff across our three organizations up according to FTA region. we're assigned to an FTA region so that we could get to know the. The people, the systems or services in a particular region.

[00:11:09] So I encourage you. Yeah. If you've not made contact with your regional liaison for NCMM please do so. Please find out who that person is on our website. You'll, there's a link to the regional liaison. So just touch base with them and introduce yourself. You also can participate in our events. We have webinars.

[00:11:34] We have other events that public meetings that we may be engaged in. So we hope to see you. And hope to see you live sometime in the near future. Also sign up for our

newsletter. I think Kirby might've put a link in the chat about how you access the NCMM newsletter, which comes out monthly and also be active on mobility manager connections.

[00:11:58] We were. Pretty protective of mobility management connections. We really want it to be a place where, people in our industry can feel comfortable in sharing. So it's not an open forum necessarily for vendors and, private entities that may be interested in gaining and a sales audience. It's really, for those of you who are in the field and in the trenches is in doing this work.

[00:12:28] And there is a registration process associated with them MMC but we encourage everybody to be part of it, be part of our online community. So, again, I've mentioned MMC, an online platform to share ideas. We, we have, various features associated with the online community discussion forums, opportunities to post events.

[00:12:56]there's been recent conversation about funding from various federal agencies in light of the CCAM work. so the topics that you. See and the ideas people are sharing our bread, really pertained to the hot topics or trends that might be in the industry. And again, it's for mobility management practitioners who are actively advancing mobility management in their communities, regions and States.

[00:13:24] And this is what the front page looks like when you, Get into it. It's a password protected site and this is what you see when you get in. And you can see that, on the left hand side, we, we post our webinars and, we have discussion, forums felt various subjects. You could get, you could connect with all of their members.

[00:13:46] I know that, we we've had, when a new mobility manager, assumes a position. MMC is a good way for he or she to get ideas about how to launch their mobility management network. So it's really a good place to make those peer to peer kinds of connections that may we may not otherwise get. So on the next slide.

[00:14:12]I referenced earlier that we have mobility management champions. these, these are incredible individuals that, Are, they apply annually to be a mobility management champion. And we've got three on the call today. And, and I think that, Jerome sent bios, prior, but Amber Simmons is from Tompkins County and New York.

[00:14:37] Yay. New York. Sarah Hilldoll held to go cook. Is from Suarez, Southwest area, regional transit district in Texas and Sheila Holbrook white is a mobility coordinator in Minnesota. So these individuals are really catalyst for conversation on them. See, they, yeah. bring ideas, they bring resources and, and they're your peers.

[00:15:03] So they've been doing this work. They've been, you know, leaders in, in the industry, in the field and really are, are a support to you as other mobility management professionals. So, Amber, Sarah, Sheila, did you want to introduce yourself and say hi to everybody before we begin? This is Amber. I'll just say a quick, hi, I'm glad everybody's on.

[00:15:27] And I'm looking forward to the conversation. Thank you. Hi, this is Sarah and welcome to everybody and also looking forward for the interaction. Thanks, Sarah. It's a

pleasure to see everybody and looking forward to a great discussion today. Wonderful. Thank you. And our champions are going to be, facilitators.

[00:15:48] So the breakout sessions, so you'll have opportunities to get them to know them even more so today's topic near and dear to all of our hearts. I'm sure is building mobility management networks. we, I'm going to talk a little about some research that we've done and the national center for mobility management, and then I'm gonna turn it over to two incredible.

[00:16:11] Women from Virginia and the Virginia association for mobility management, Chris and Catherine. they, again, the bios were saying sent to you. so I, I, I will let, I'll wait to have, them introduce themselves during their session, their pres presentation. Then, after there. Presentation, we'll have an opportunity for conversation and dialogue about the contents of their building mobility management network presentation, and, Amber and Sarah and Sheila will be facilitating that section.

[00:16:44] And that's another opportunity for you to raise your hand and ask questions of myself or, the presenters. So the, the introduction to building mobility management network really comes from a study that we had worked with the university of Illinois, Chicago to do. And we wanted to find out what were the factors or where were the conditions that led to the creation and success of mobility management networks.

[00:17:19] So we had, in 2000 and. A keen, we did a initial study where we surveyed all of the States it's defined out, should those States reported that they had a mobility management network and we define a network for them. So, And then in part, we wanted them to describe what their network look like. So that was really the first report we did where we got a kind of a generalized view of how many States self-reported that they had a network, and what we learned and, and, that report is really, there is not one size fits all, and that's not a surprise to all of you that, the, the F.

[00:18:03] Factors or the conditions that create networks, I'm very biased, the context of the situation. And so, that led us to do a second report in July, 2020 in both of these products, by the way, are on our website of freely available. in which in the second report we held interviews with the. The key, leaders or the key developers of mobility management networks across the States.

[00:18:33] And really our attempt was to learn, you know, w what were the, the factors or what were the characteristics of the network that led led to success. and, and the next slide, these are the, the initial responses that we got. In terms of, Whether States indicated they had a network. I think there were 16 States that they had a network and, our intent of the interview phase, the second study we did was really to dive deeper into where the state was in terms of their advancement of mobility management network.

[00:19:13] And. Resulting out of both the first and the second studies is that the, the people that we interviewed and the literature we reviewed really suggested that, you know, this, this field is still growing. We're still learning empirically, right? What are the conditions that

lead to the best outcome? One of the topics that came up repeatedly was performance measurement.

[00:19:39] And how do we. No, when a mobility management network is successful. I know there's some States like Ohio and New York, really considering performance measurement, both of the individual mobility management professional, as well as the network. And I think that was a real conversation piece in what we learned in, in the second study, particularly.

[00:20:04] But these were the. Three areas that were highlighted by the people we talked to, that there was an increased professionalism of the field. We had it, we had a work on figuring out how do we highlight the, the advantages of having mobility management professionals and having a network in this state? How do we really make sure.

[00:20:26] This a viable occupation, a viable career, potential and career path for people, so that it ability management networks can grow nationally. the second focus area was on timely messaging and external, external communication of the role that w w. Mobility managers often express that, their message was different to different audiences, which is natural.

[00:20:53] But we, as an industry, we, as a professional, group can work on. What's our message. What's our communication. That's going to really highlight the. Benefit or the outcomes for individuals with disabilities, older adults, people with low income, the benefit for transit providers and transit operators.

[00:21:17] What's the advantage for state entities? You know, many of these mobility management networks. We found two that are successful. Have yeah. State input have the deity of a state be really, yeah. Okay. Catalyst for their work. And so what's our message to them to ensure that there's continued buy in and support of the profession and funding.

[00:21:40] Always came up, both for the position, both for the activities that the mobility management network assumes. and even now I referenced the coordinating council on access mobility and the work that FTA has produced around braiding of funds and cost matching. So there's even more questions right now about funding and, you know, one of the.

[00:22:05] Breakout rooms. We're going to be talking about funding because there are so much. Unknown about what funds can be used to support mobility management across different agencies or door cross different sectors. So, these were the three focus areas that we learned in our study. here is, was some data that was in the report for how currently mobility management networks are funded.

[00:22:32] What percent of the, the, infrastructure support for the network is coming from different sources. And as you can see, 53, 10 big 31% of the funds, I guess, you know, that was a little surprising to me. I would've thought it would've been a little more, but there's still some new freedom money out there.

[00:22:51] There are 17%. what was heartening is to see that 13% of funding for a position was coming from HHS. And from the Medicare side, maybe I'm connecting with the older

Americans act. But, you could see that and, and it's not surprising to those of you, her in the profession that often the positions and the activities that you do are funded by a variety of sources.

[00:23:18] And I think this bodes to the thinking about don't put all your eggs in one basket in terms of funding, that the diversification of the position is important. So, As we're thinking about what does an ideal network look like? I'm a researcher by background. And so I have the position, show me the data, show me outcomes, show me the return on investment.

[00:23:43]so here's what has been changing when we asked the interviewees what what's changing in the professional mobility management. So it, one of the top things. That was mentioned was there, there's a big increasing collaboration across state deities, as well as with a variety of, transportation providers.

[00:24:06] So private transportation providers, the Uber lifts. So the world with human service organizations and community partners systems. And that's a good thing because we know that transportation and mobility is not just a department of transportation issue. It affects every federal agency and out of their sector.

[00:24:27] So when the respondents indicated that collaboration was growing across these entities, that was heartening to hear, It's also heartening to hear that, state level agencies, such as HHS departments of health, their primary mission is not transportation, but they're participating in discussions about mobility management.

[00:24:50] I know in, a couple of States recently there's been positions advertised and the mainly HHS agencies, but there's been jobs advertised for. transportation focused positions and those positions agency. So it's really welcoming to see that other state agencies are interested in taking a greater role in mobility management and coordination.

[00:25:20] And I'm wondering, and this is something to keep your eyes on. As we move forward, we're going to be having a. FTA webinar. I think it's been public, November 10th, where we're going to be talking about the C cam and the strategic plan that FTA just sent to Congress. And so I would be interested in knowing from you.

[00:25:44] And this is a later discussion as to whether this changes, whether. Once the C cam report is, is known whether, whether other federal agencies and their state counterparts know about the coordinating council, nexus mobility, whether there's any differing participation of those state agencies. So just something to do, keep your eyes on.

[00:26:06]the, one of the other things that is growing is the. Topic, the mobility management coordinators are involved in more public outreach through employers, as well as community partners. let me someone a drink up, mute someone, put themselves on. so that even in the employment sector, we even, the national center for mobility management has been having more inquiries from employment, employers, big companies that are in particular geographic areas that are in need of employees.

[00:26:40] So not only the health sector, but the employment and the business sector seems to be coming to the table more. the other thing is. Mobility management as a career path,

we're seeing more and more interest from people coming from other professions. I know many of us didn't start out in transportation.

[00:27:00] We come from different human set, human services, background, education backgrounds, health backgrounds. And so we're seeing that, increase over time, which is also very heartening. so in conclusion, Big overall findings is that there is not one network, not one, characteristic of a network. Although we do know the kind of features that, or the framework by which network could be established as a stain and there, the network is really, driven by the individual participants and that's great.

[00:27:39] When mobility managers can be the decision makers in the network and create the network too, in a way to align with the needs of a community. I think that's amazing, you know, that that really reflects, reflects that the likelihood that the needs, the transportation and mobility needs of community participants is going to increase because it's really aligned with their characteristics.

[00:28:06] I mentioned this before, strategic planning. We need to focus on that. I'm thinking. Yeah. Short term, long term, the performance measurement issue. we're thinking in CMM is thinking about our year three scope of work and our second round of our. Cooperative agreement with FTA. One of the things that we really hope to highlight is performance measurement.

[00:28:27] also succession planning for people in the profession. And then this goes back to the career path and looking at mobility management as a career progression and an opportunity that's going to draw the best and the brightest into the field. Where poised mobility management networks of poise for greater success because of the individuals, the passion, the smart people that are in this industry.

[00:28:54] and also the growing acknowledgement that the, the roles and, the network is really critical and important to the field. All riders, you, you know, better than anybody when you're making transportation service decisions or your suggesting new service or different service or innovation in a community, you're not only making those suggestions on behalf of individuals with disabilities or older adults, or those with low income, you're really affecting the system of transportation and access for all writers.

[00:29:28] And that's ultimately the heart of, of what we do. So, you know, when, when you hear information both from FTA I'm, I'm like the C cam cheerleader. I, people laugh at me, but I, I think C cam holds a lot of promise. And I hope that when you hear information about C cam from us, from FTA, when you hear information and studies, like we've just shared with you, that NCMM has conducted that you'll share.

[00:29:57] Okay. That information with your colleague, especially those funders, the people that have any potential of support, according your work, either monetarily or are, administratively, but share that information, use what you learned to assess your own network. When you go to those reports, look at the characteristics.

[00:30:18] Look at the framework that we use to organize the conditions. Mobility management work at work. Network and see, do those pertain to your own network. How

can you use the learning in these kinds of reports? The information could be conveyed to change or improve what you're doing. use it in communications and marketing.

[00:30:41] If you have an amazing relationship with health and human services in your region or your local community, write articles about that for your local press, write art, write a blog for us at NCMM. Those are the kinds of stories and cases that we want to hear about, and certainly, use the, the. What you learned about your own system, as well as any of the national study data that comes across your desk to pursue funding, and then, focusing on performance measures to evaluate not only your, the impact of your role and your own, contribution, but the impact of your network as a whole, as an aggregate, these are, the mobility lines podcasts.

[00:31:27] We just recently did one, with the university of Illinois, Chicago, where we had the primary researcher talk about, some of the content of the studies. And we just did one with, Fred will bear shoe is. The, statewide, New Hampshire, the lead on the statewide coordination council in New Hampshire.

[00:31:48] One of the questions that we always get is. What's the intersection or alignment between coordination work that's going on and a mobility management network. And so, had really articulated the connections between those two things. Well, so please go to our website and listen to our mobility lines.

[00:32:08] Podcasts, Jerome to, to send my colleague from Easter seals is the best radio voice ever. And he does the introductions to the podcast. So you'll, I think you'll enjoy it. And it's, it's a great learning opportunity. So, as we move on, this is another poll we, we wanted to know your thinking and again, you could text the, the.

[00:32:34] Jerome if the address is on top there's, Jerome two NES five, eight, eight. And there's the text number? So what state is your, what is your state and how, what level or what stage is your state? Yeah. In regarding mobility management. Are you one? Not even thinking about it too. Very early planning. Three in place, continue to grow or four we're full steam ahead.

[00:33:04] And it looks like that I'm 58% or very early planning. So getting up there 57 and very early planning, I'm about 31% in place, continued to grow. Whoa, 12% not even thinking about it. Then it just went down to 6%. For those of you not even thinking about it, knock on our door, contact NCMM and your regional liaison will help you think about it.

[00:33:35] Okay. Well, thank you for your responses. It's interesting to know, where you are. The other thing is we, and we did this same question with Ash toe, Jerome and I did a, a virtual event with, AASHTO not too long ago. And the question is the greatest value that a mobility management network can bring is??? The greatest value?

[00:34:03] The ROI that a mobility management network can bring is knowing you're you're not alone. Clarity. Yeah. Coordination. Yup. Okay.

[00:34:26] Education. Yeah. I think that, you know, a network, people learning from each other certainly brings an educational element to clarity, coordination, big word. I think that

was the. A big word that came out of the AASHTO that when you got a network, when you've got a cohesive, not all the time cohesive, but primarily cohesive group of likeminded people that there's going to be improved.

[00:34:55] Coordination, collaboration, expansion. I think these words are powerful. I think that, you're thinking about the value of a mobility manager network really reinforces, it as a foundation for your state. So thank you. for your responses. And now, I would like to turn it over to our guest speakers from the Virginia association for mobility management, Chris and, Katherine, I hope you'll introduce yourselves, but we're so pleased to have you here.

[00:35:30] So thank you. I'll turn it over to you.

[00:35:35] **Chris Blankenship:** [00:35:35] Thank you, Judy. Can you hear me? This is Chris yes, we can. Alright. Well, thank you so much. we're really appreciative of UGI and the Jerome and the center for mobility management or coming to us and asking us to share how we got our association started. And it's really fun to be here.

[00:35:57] Again, my name is Chris Blankenship and I'm a mobility coordinator for the new river Valley area of Virginia. I'm a board member for the community transportation association of Virginia and, help with them leadership or by him, which is the Virginia association for management. Catherine, you want to introduce yourself?

[00:36:21] **Katherine Newman:** [00:36:21] Hi, I'm Katherine Newman, mobility manager for Bay transit here in Virginia. And I am one of the, I guess you could say the first mobility managers, that helped to get the group together. I've been in this since 2013,

[00:36:42] **Chris Blankenship:** [00:36:42] right? Well, I'll go ahead and take, take the beginning of this. It's all right with everybody. so really, how did we get started or how did you get started? And one of the things was, was just identify for you if you want in your network. You know, you want to identify the mobile building managers in your area for us, it was the Commonwealth of Virginia and you want to.

[00:37:09] Also identify partnerships. Some of those partnerships are going to be your funding source. And for us, that was the department of Brown public transportation of Virginia. And we want to also identify partnerships that we've worked with so that we can ask for their knowledge and their input on the services that we provide, which could be veterans association, could be, department of medical assistance services and things like that.

[00:37:36] So, I really identify who you want in your network. identify how you're going to reach them. And one of the key things was for us was to reach out to the national center of mobility management to get guidance on how to reach potential members. And also, yeah, just, talk to our state funding source with this DRPT department public transportation.

[00:38:01] we identify all these other agencies. That also provide transportation. And we looked at whether we wanted, they were a good fit for our association. And then when we were at conferences and training, we networked trying to identify the people that way. And then you can always look on the web to see what's out there.

[00:38:28] Okay. So why have a state mobility management network. the opportunities willing to create a professional and supportive relationships in your service and helping each other reach your professional goals. when I'm at work that offers security and trust to be able to discuss issues openly, and you want an opportunity for professional development, guidance and leadership,

[00:38:56] So professional relationships, this is just a great opportunity to cultivate those relationships, with meeting other mobility managers in the profession and give them ample time for, introducing themselves and sharing what they have as their programs and their success stories. I encourage our members really to meet, off, out on the professional level, of course, but also.

[00:39:22] You, I get to know them on a personal level. I have dinner with them or meet them. maybe the day before for traveling out of town. And I have lunch or dinner, maybe meet for drinks and get to know them on a personal level to see what inspires them, email and text each other, about meetings.

[00:39:48] And how you can successfully, keep them engaged and encourage them, and that you were appreciative of her professionalism in their successes. And, just keep in touch and, and recognized by email. I think sometimes that's a great way to keep your professional relationships going. It's to recognize it.

[00:40:16] So this is just a slide that really talks about teamwork because it is teamwork. so it's not just a group of people who work together. It's a group of people who trust each other, nothing. That was one of the key things for this association was just trust and security to share, openly about experiences.

[00:40:37] And challenges and different things that were going on within their own program. But like we said before, you're not alone. We always give everyone a chance to share program successes. Because even though it's great to talk about challenges and obstacles, sometimes you can get too much time involved in mind and really, When you talk about successes, that gives everyone that opportunity to say that things can be done in a different way.

[00:41:14] So this was one that was really cool. Don't reinvent the wheel and imitation is the highest form ladder. And so that's basically what we're sharing here today is this is something that you can learn from everyone. So each member brings it up. I network. And they bring their own experiences. So don't be hesitant to ask someone for help or to just say, Hey, I'd like to try that program. Do you have some advice? Really great.

[00:41:57] So who is the leader? when you look at your leadership. Or you really need someone who's passionate about your group. Always have the leader follow up with task assignments and with committee leaders, but also someone that's just, like I said, it's a champion they're passionate. Important for our group was Dennis . He watched, I got to dance. Cause I know you're out here. But, yeah, he has that passion and he kept everyone informed. he asked people to take on assignments. He scheduled trainings, he requested

guest speakers for representation, for state funding sources, and, you know, he just asked for committees to help out so that we were not just one person doing it.

[00:42:44] It wasn't just him. He really got everyone involved and was instrumental in getting this off the ground.

[00:42:59] The participation, try to include members to see us, like I said, with committees and tasks and understand that some of the, or not, maybe they're not wanting to volunteer. Or maybe they're not going to be excited to participate. So, you know, you may have to talk to others within the grid to partner up and encourage them because you do want everyone to be interactive and to give their viewpoints and their knowledge,

[00:43:35] just him. Just encourage your members to attend state and national conferences too. Because this is not only great training that you'll receive, but it gives you another opportunity to kind of stay connected with your membership. So in that segue, right into staying connected, so plan ongoing activities.

[00:43:59] So participate in the trainings and conferences and assignments. do your networking with dinners before, the meetings or maybe lunches during the meeting and have activities maybe at some of the national conferences? I know that's something that we do. We just have a blast that makes me always look forward to going and hanging out with my colleagues from Virginia to epics conferences, because I know that we're going to have a great time.

[00:44:29] So, you know, encourage that. also want to say hold regular meetings, monthly meetings by annual meetings, monthly meetings, quarterly. We hold ours on quarterly basis. I really feel like that. you know, you're consistent and you keep it on a calendar and that's gonna really benefit everyone to stay connected, follow up.

[00:44:55] Of course, that's a no brainer. You want to make sure you're giving everybody full time, like emails and social media about the meetings where they are. And you want to follow up with minutes after your meeting and encourage the participation to help out with these things. topics would get your meetings from your members and, you can always put their surveys.

[00:45:19] Let's see what can be done better and how you can, just kind of encourage them to be more involved. I'm going to turn it over to Catherine and she can talk about the first four years for VAMM.

[00:45:38] **Katherine Newman:** [00:45:38] So in 2013, mobility management was fairly new to the industry, or it was unknown as to what we were supposed to be doing and who was doing what it was a diversified, position. And we had. Contacted by Dennis, who Chris had mentioned earlier, to meet because we w he wanted to build this network of mobility managers and Judy's introduction can pretty much summarize why you know, we wanted to do this, or he wanted to do this in Virginia because you wanted to have, you know, he wanted to identify, be able to identify and, all of the mobility managers in Virginia to see if they were interested in getting together to talk about what they did. You know what their service was and etcetera.

[00:46:31] So we met, it was four of us at the time. and we just took the day, I think it was like a four hour meeting and we went to lunch and we talked about, you know, how could we identify all of the mobility managers or new freedom, I guess you could call it programs throughout the Commonwealth. how do we contact them?

[00:46:55]and then how do we engage them? How do we get them to want to join the group? what are going to be our initial goals? What do we want this, you know, this group to look at, what do we want to talk about? Is there anything for us to talk about? And so we left that meeting with each of us having sex, something to do.

[00:47:15] And, Dennis was very good at delegating, to all of us. He kept us all straight. He made sure that we, we knew we were on task and that was in 2013. And we spent, we met kind of late in 2013 and that leads into the beginning of 2014 where we actually and Dennis contacted the department of rail and public transportation, to help to identify new freedom grant recipients in Virginia, how to get in touch with them.

[00:47:45]and so we did that with some of the ideas that we had, and everybody was super excited about it because they felt the same way that we did. We really didn't know, you know, what mobility management was about, what were we supposed to be doing? We had very little guidance and the resources we weren't really sure about.

[00:48:04] So CTAV, the community. Transit association of Virginia has an expo and conference each year. So we held a round table in 2014. That's an August. And we had. Seven mobility managers. So we were pulling people in. and then we did do a little bit of networking outside of that, and that leads us into, Into 2015.

[00:48:30] We decided at that, at that one round table that we were going to do quarterly meetings. We were going to have three quarterly meetings a year on site at various mobility management, offices. Throughout the state. And we were very fortunate to have the support of RTAP for that, for travel and et cetera, because we always had trainings.

[00:48:54] And then the one, one time, a year we met was our, what we called our annual meeting. And that was at the CTAV expo in August. So. When we decided to do quarterly meetings, we would have one on full day on site of training, and then we would have an agenda and, you know, we would get feedback from everybody, but.

[00:49:17] Then going into 2015 and February of 2015 at our first one of our first annual quarterly meetings. That's when we began to, we decided to name ourselves Virginia association mobility managers, and we call ourselves VAMM. We had earlier in the year, six of us had gone to an NTI training with Jim McClary.

[00:49:42] It says we connected with him in 2016, but we actually met him in 2015. We had dinner with him after the conference. and he just had some great information for us, which introduced us to Wisconsin association of mobility managers that kind of gave us. Well, we're not recreating the wheel at that point point.

[00:50:04]and we developed our vision statement and at this time we had 15 members, so then we go into 2016. We, started working with NCMM closely. I think that that's when we

had gotten our first scholarship for a poster session, I believe it was 2016. we connected again with Jim, and, work with CTAV to create a coordination page for mobility managers.

[00:50:32] So if you go to see tab, you can see everything, all of the mobility managers that are in the Commonwealth, what we do, what areas we service, what our service looks like and our contact information. And so that has been a big help to anyone who's looking for transportation options throughout the Commonwealth.

[00:50:55] We also had our first two day track at the annual CTAV conference. We had gotten their support cause in 2015 we had a one day and it was so successful. They said, heck yeah, you can do two. And that took a little bit off of them. One of the other things that we did was as a group, as a group of 15, we talked about the other trainings that were going on at CTAV.

[00:51:19] And, you know, most of us would attend our two day, but some of us would go off and do the others so that we could, as a, as a team, bring back information from the entire conference. We, At that first two day training track that we did, we had someone from the VA come and talk about veteran transportation programs.

[00:51:41] We had someone from the, ADA, they come in and talk about, there are regulations and policies and et cetera, right. We had trainings from NTI. We did the introduction, I think, to mobility management or community mobility management and communities. And we've done both tracks from NTI for that NCMM came in and did training.

[00:52:02] we've had VMASS come in and talk about Medicaid transportation. We've had the care transportation discussions. we continue. To work closely, with DRPT, but in 2016, we worked closely with them on a GIS mapping project. That was an FTA grant, that we are very proud of. It hasn't been released yet.

[00:52:26] It kind of got put on hold, but it includes everything, all transportation options throughout the Commonwealth. And it's going to be a great tool for everybody. when they're looking for, Transportation in the state are coordinating transportation and the Commonwealth. So. With that, you know, being here from the beginning, we are now currently at 24 members that attend our meetings and they're on our email list.

[00:52:56] we even have members from other States, West Virginia had one mobility manager for the entire state and she reached out to us and I believe it was 2014 or 2015, and also one from Maryland. We've established, Website, which you can see here. We haven't been participating as much in it and putting as much on, but that is our focus or 2021.

[00:53:21] We're currently also working on a succession plan. Dennis' shoes were really hard to fill Chris and I have, we tried as best we can. To do that. We don't crack the whip as harsh as Dennis did, but we do try to keep everybody together. I will tell you that, you know, strong relationships with other organizations is, is just it's there, there is no, no value that you can put on it. It's invaluable to, to not only yourself, professionally, but also the group. But I will tell you that building these relationships with the others within your state, I can't

even begin to tell you how much it has brought to each of us. But for me, especially, I was in banking before transit.

[00:54:10] I didn't even know what ambulatory was when I started. So these, this group has really been able to. Build and to help us grow. And, it's just invaluable it, I can't, even express how invaluable it is. we're currently looking at trying to put together bylaws. we're revisiting our mission and our focus areas because things have changed over the years.

[00:54:35]and we are looking at dues to be collected, to help support some of the bam costs like the website and et cetera. So. outside of that, I invite you to go out and take a look at our, our website. It's pretty awesome. One of our mobility managers, built it pretty much all by herself and, the bam directory out on the CTAV website is also a great resource.

[00:55:01]and. I can't. I just can't tell you enough. Dennis might not agree with me, but it wasn't that hard. Getting everybody together, keeping everybody together might be hard, but I definitely would recommend it.

[00:55:20] **Judy Shanley:** [00:55:20] Thank you. This is Judy again. Chris, Catherine, your passion and your love for this work is really evident. And it doesn't surprise me that things are going really well in Virginia because of, of your leadership and Dennis, you initially had it back the way of, but I think that as people become engaged and, if they find it that a network can be a valuable experience that, that, that adds to the value and you don't have to crack. the whip as much.

[00:55:50] So now, Amber, Sarah and Sheila, we'll field some questions, please raise your hand or, type them into the chat. if you have any questions for, Catherine, Chris, myself, before we get into the breakout portion of our conversation today, questions.

[00:56:14] **Jerom Theunissen:** [00:56:14] Judy, it looks like we have a question from Rachel in the chat.

[00:56:17] **Katherine Newman:** [00:56:17] Rachel asks are the VAMM mobility managers, full time mobility managers who employs them transit human services, kind of government, et cetera. It's a mixture. We have some that are part time. We have some that are full time. we have some that are, employed by transit agencies. We have some that are human services. We have some that are County. we have some that are urban they're city. we have some that are triple A's, like myself on, public transit, but I'm also with Bay Aging, which is an agency on aging. So it is a, you just a very different group of people.

[00:56:59] **Judy Shanley:** [00:56:59] Yup. This is Judy. I think we've learned that too, in our study set, there just is not one place that houses, a mobility management, professional, not one industry, and that, that diversity of positions and employment really enriches the whole experience.

[00:57:14] **Sarah Cook:** [00:57:14] So, absolutely. Hi, this is Sarah. well transportation, rural public transportation agency and we house one, or actually employ one mobility manager full time. And the funding streams that we utilize are not only our 53 11 funds for that, but also 53, 10 funds. and then other, Types of funding, strains, like foundation funds or, and

what type of projects that we apply for where the mobility manager can utilize her time, to do exactly what we needed to do for that particular project here, whether it's travel training or whether it's, outreach, dissemination of information presentations and so forth.

[00:57:57] So, so far, so, so far so good. And this is the second year though, that we'll have a full time mobility manager.

[00:58:05] **Judy Shanley:** [00:58:05] Nice. Thank you, Sarah. You know, I think that the diversity of, the, the professional disciplines that mobility management professionals are, are also can bring different funding sources. And I think, it was, Chris who talked about the very partnerships that you have at van.

[00:58:22] Don't be afraid to knock on anyone's door. I think Chris said it well, you know, there is no not one partner. There is no wrong partner that that partners are valued and they bring support in many different ways. So Amber, Sheila, did you have anything to add?

[00:58:43] **Amber Simmons:** [00:58:43] This is Amber. I'm really glad that, you know, you were talking about reach out to anybody.

[00:58:49] No door is closed. that's huge. I mean, when I first started, I reached out to anybody who would talk to me and this was in 2010, so there were even fewer of us. So that meant, you know, looking at the people in Wisconsin and other States for some guidance and it brought a great perspective.

[00:59:08] **Judy Shanley:** [00:59:08] Yep. Yup. And I see that Dennis, just put a acknowledgement of your hard work, Chris and Katherine in the chat. So kudos to both of you.

[00:59:19] **Katherine Newman:** [00:59:19] One of the things that I did, I did want to also mention Judy, is that we're competitive. Yeah, competitive group. So we share ideas, like you said, it's so much in sharing with each other.

[00:59:35] you know, it, it just means the world to us. You know, we share everything from performance measures, how we do them, you know, how we calculate them forms. We use everything. We also share in information that we receive, we receive and, you know, any webinars, anything we're constantly sending out information to our group.

[00:59:59] And that's so important. Certainly.

[01:00:02] **Judy Shanley:** [01:00:02] Yup. Rachel asks another question, Rachel, by the way, folks is from Massachusetts and she's an amazing mobility management lead for the state. Her question is how has fam changed as it has grown bigger? Did you have to make any changes to your structure? Certain networking good wise, not

[01:00:22] **Katherine Newman:** [01:00:22] Nope. No it just made us stronger. It made us a bigger group. I think Chris would agree. You know, we always make time for each other. When we go places, we try to, when you know, we coordinate Nate, who all is going here, is anyone attending this? And. I don't think it changed our structure at all. It could get, it could make out, it has made our meetings a little bit longer.

[01:00:47] **Judy Shanley:** [01:00:47] Everybody loves a long meeting. No, but you know what that says is that, so you had a good time, strong communication mechanism from the get go that could withstand the growth and the diversity of the network. And that's one of the important things that we learned in the, in our study is that the leadership was critical. The governance was critical and the communication systems were critical. And it sounds like you all started with those three tenets. And so as you wax and wane over the course of years, as you respond to different trends in the industry that you're. Responsive because of those three variables.

[01:01:24] **Katherine Newman:** [01:01:24] Yeah. Yes. And, you know, I would recommend looking at all of the other state networks because they're very different, you know, Wisconsin offers training and certification and there's a lot bigger and they have a board of directors and, you know, et cetera, there's a lot more structured, whereas we are more, we're kind of peer oriented. Here and customer focused. you know, so it's just a tad bit different, but you know, we even at CTAA and Palm Springs, Chris and I talked to someone in New York trying to start the group there, another group there. So yeah. Give us a call. Anytime. If you have any questions, we're happy to help.

[01:02:09] **Judy Shanley:** [01:02:09] Thank you. Thank you for, for your leadership and for sharing today. Jerome, do you want to introduce the breakout rooms? I don't think we could go a half hour, maybe 15 minutes and then come back to the larger group. Does that sound like a plan?

[01:02:23] **Jerom Theunissen:** [01:02:23] Yeah, it sounds like we're running a little short on time. We're about. Five minutes over schedule, but we'll make up for that. so I want to tell him what about the breakout rooms feature that we'll be running if you're not familiar with breakout rooms, zoom allows the, the main room to be broken up into several different rooms that kind of have more intimate discussion rather than a one giant room with 50 plus people in it like we have today.

[01:02:44] So in the registration we asked everyone, kind of what topics that you'd like to discuss. And we roughly worked behind the scenes to, to break this up into different themes for the breakout rooms. So we'll have that six rooms with facilitators in each of those two to guide the discussion. the first is about coordinating vehicles. The second is about outreach. Third is funding, for is like generally partnerships, how you can reach out to other folks in your community to form partnerships for transit and transportation. what about volunteer driver program to ask a lot of, a lot of questions about that, and then one broad topic of innovation, in the agenda, there's a breakdown of each discussion point, in each room, but if you're not sure, feel free to move around them.

[01:03:24] well, how this will work is, when I start the breakout rooms and open all the rooms, you had to click the breakout rooms option in the meeting controls tab. And it's like, kind of looks like four squares on your zoom screen. and then you click join next to the breakout room you wish to participate in and then confirm by clicking join again.

[01:03:41] And then you're also ready to leave and other rooms that you can click, leave room, to return to the main session and then dive into another one. So, if anyone has any

questions before we dive in, we will put, folks in each room. So first let me go ahead and assign people. At least the, the facilitators at each room, and then we can get started.

[01:04:01] **Judy Shanley:** [01:04:01] And the timing of this Jerom is how much time do we have in the breakout room? Cause we want to definitely have an opportunity to come back and share what we learned.

[01:04:11] **Jerom Theunissen:** [01:04:11] Right. I think, well, we'll give everyone about, I think about 15 minutes and then we have about a 10 minute period, a five minute period to kind of, report out on things. I know we're a little short on time, but lets aim for 15 minutes and really have a quick rapid fire of, of, of discussions. Nice. Good. All right. So I'm assigning people now just one moment and we'll get started.

[01:04:38] **Judy Shanley:** [01:04:38] These topics, we, as Jerome said, we asked you when you registered for this conversation, but also they're pretty obvious trends that are in the industry.

[01:04:47] **Jerom Theunissen:** [01:04:47] And I'm sure that mobility managers are kind of wrestling with some of these topics in their daily day to day. And I think with all this work going on regarding the coordinating council nexus mobility, these topics are timely too.

[01:05:01][BREAKOUT ROOMS BEGIN]

[01:18:01]hello, everyone. Welcome back. I hope everyone had a good breakout room discussion and do that. Judy, why don't you lead us down the line of, of people who were in each breakout room to. Share out what they, what they heard in the last few minutes here.

[01:21:04] Sure, it was way

[01:21:05] **Judy Shanley:** [01:21:05] too

[01:21:06] **Jerom Theunissen:** [01:21:06] short. In ours, we

[01:21:08] **Judy Shanley:** [01:21:08] were having a great conversation about

[01:21:10] **Jerom Theunissen:** [01:21:10] funding. W hy don't we

[01:21:11] **Judy Shanley:** [01:21:11] start at the top coordinating vehicles was a topical area.

[01:21:16]**Jerom Theunissen:** [01:21:16] I think, yes, that was me. Oh, there we go. Well, In our group, I had a great, a room with Lynelle, Benjamin, and Beverly and we talked about, Minnesota's report on vehicle sharing that has been around since 2013, but we're looking now at, at paradigm shifts, not so much of sharing vehicles right. At the moment because people, you know, sort of social distancing wants to stay apart in their vehicles. But now looking at more different forms of service delivery, like bringing meals to older adults, or, you know, delivering, you know, other essential goods to populations that need it. So, we're going to look into some, you know, some, some ways that they would, I can expand on that work and maybe get some more examples calls from NCMM on that. so that's, that's what we got and the coordinates.

[01:22:03] **Judy Shanley:** [01:22:03] Non traditional use of vehicles. I love it. Kirby you're representing that outreach breakout.

[01:22:10] **Kirby Wilhelm:** [01:22:10] So in the outreach breakout room, there was, myself, Danny, Mary Jo, Rachel, and I believe two others that came on later on, but we discussed, how outreach has changed, since the covert pandemic has started and what that actually looks like. So in some cases it could be just simply, calling. Customers previously that you've had, who, you know, just to, just to remind them of the services that are available currently and, that just a good check-in as well, the change and, Maybe who customers are for some mobility managers, if say you're pivoting over to the food delivery, your customers might be those people who actually have food too, that need delivery. So how does that outreach, change, which has been, interesting. As well, Massachusetts, at the, at the DMV, or their, RMV special flowers for older adults. How there's been some outreach by the triple A's, there to directly connect with people who might not otherwise, otherwise, been able to.

[01:23:09] So, right.

[01:23:10] **Judy Shanley:** [01:23:10] I think that's really important point in this messaging has to be aligned with whoever your audience is, and you need to think about your audience in that changing. So that's, that's a good takeaway. Sarah funding, you let our group.

[01:23:26] **Sarah Cook:** [01:23:26] Okay. All right. Well, so basically our group was very small.

[01:23:31] So the conversation, I think was, was lucrative as far as what we were looking for. a lot of it had to do basically with, how you approach funding, how you kind of sell it to. your powers that be, where you want to apply for and what do you want to apply for, and then looking at matching funds and some of the things that are coming down the wire on the federal side, and then also we had a nice, healthy discussion on being able to show your economic impact, and utilizing economic impact as a way to garner interest, to have things funded, to have your projects funded. And so, that was basically the funding.

[01:24:14] **Judy Shanley:** [01:24:14] Terrific. Yeah. we learned about some tools that were available, so good discussion, Genelle, partnerships.

[01:24:23] **Genelle Thomas:** [01:24:23] Hey everybody. I had a group of about, I think there were six of us total and it was a wide diversity of regions.

[01:24:32] And we talked about a few things. first we talked about, fruitful partnerships in each of our areas. And specifically we had a discussion on, partnerships too, to recruit drivers and also, Partnerships for educational purposes to educate people about the services provided. And then also one of our members brought up a new kind of partnership that he's looking into.

[01:25:01] Which is transportation to court. because he finds that transportation is a barrier to people making their court date, which of course costs the government money because then they have to be arrested or, you know, other escalating things happen with the legal system. And so if the key, so transportation was key, in our group.

[01:25:23] **Judy Shanley:** [01:25:23] And what's the dog part of

[01:25:24] **Genelle Thomas:** [01:25:24] that group Genelle?

[01:25:26] You know, he was very quiet at first!

[01:25:31] Part,

[01:25:31] **Judy Shanley:** [01:25:31] we had a cat in our group, partnerships, for, for court. I know that NCMH has done a lot of work and we had a grant program and one of the grantees funded was, having to do with substance use. Substance abuse and the need for people that are in the system for substance abuse need to go to court frequently.

[01:25:50] And so look on our website may be find examples of some of the strategies that those places have used.

[01:25:56] Volunteer driver programs, Amber.

[01:26:01] **Amber Simmons:** [01:26:01] Yeah, we had a group that was from mostly Minnesota. and we were talking about some of the challenges that they're having, which I have learned seems to be a national challenge with Medicaid waiver billing, and volunteer recruitment, things on how we can, how we can address that in different ways to do it.

[01:26:19] and then looking at, we talked a little bit about some centralized recruitment for various. Organizations where one organization works as a neutral third party to recruit for the other organizations and how having good partnerships are key in doing that, to have trust and to keep that neutrality and, So that was, that was a great discussion.

[01:26:42] And I thought maybe what we could do following up, because there was a lot of, there was a lot of good topics that we could use more diving into is that on our mobility management forum, we could dive into some of these topics and questions that they had and see if we can get some more response for folks.

[01:26:59] **Judy Shanley:** [01:26:59] That's a great idea. Use that platform. We've heard nationally that, there's crisis when it comes to recruiting volunteer drivers and also regular drivers just operators. So transit agency. So yeah, let's use our platform to further discuss that. finally, our last spring that was innovation, Danny.

[01:27:19] **Danny Drees:** [01:27:19] Thanks Judy. so we had a small, but mighty group with Dwight Mark, Kristin and Tess. And I'm going to ask Dwight to report out for us.

[01:27:29] **Dwight Mengel:** [01:27:29] Danny is really good at, getting volunteers. So all the volunteer questions should go to Danny. We had, we had two to two basic scenarios or questions. one was.

[01:27:46] What do you do if you're looking to, coordinate with partners who are very diverse in their all pursuing their own interests in services. And, the suggestion a suggestion was made is that, you need to have a planning process that arrives at a consensus or at least a consensus of a larger picture.

[01:28:21] And, there are some very specific, planning strategies to use. It would be, it would help if it was facilitated so everybody can. Participate who's involved. locally. That was, that was one question. The other question was, how do you get agreement to try innovation in a conservative area? And the suggestion was made is that is when you call whatever you want to do a pilot project.

[01:28:56] Because that is a very low hurdle that many, that even if people don't like it, it's like, well, let's just, it's just a pilot project. Let's see what happens. And people may be open to and do that. So, and then we were whisked back here.

[01:29:19] **Judy Shanley:** [01:29:19] Really, really great points.

[01:29:21] thank you all, facilitators for leading those breakouts. I know we were rushed for time, but, as was mentioned, as Amber said, let's use our platform as a way to, go deeper and some of the resources that people shared in the breakouts, please share them through the. Platform, one thing that, you know, as we're reflecting back, on the online platform is think of what did you learn?

[01:29:48] will you do anything differently because of today's meeting? have you met new people? That you can network with. And, finally, how can we as a national center, improve this meeting as well as improve our other kinds 10 based upon what you've heard in this meeting. If anyone wants to share anything about any of those.

[01:30:10] Either now or, the online platform that would be really helpful for us. but you all can really stay involved in this by signing up for the, for MMC, the online platform, be engaged, share your experience, share the resources, ask questions, and then, learn from your peers and learn from the technical assistance that we can provide in other national centers. We have a feedback form coming on evaluation. We are required to do evaluations or events and activities that we communicate to FTA on a quarterly basis. So please fill in the evaluation form. That's going to be sent to you. and as we indicated, your voices really affect our activities and, what we do as a national center and we are an intermediary to FTA. So any concerns or issues that you think are important that you want us to share? please do so.

[01:31:10] I want to, publicly again, thank Jerom for all his work on the national center for mobility management. As a colleague, as a friend is a support. He's been such a champion in this field and he's moving on to an engineering position where he's going to continue to make our roads better and safer and more accessible. So, let's all wish Jerom well, Jerome, I don't know if you want to have any final goodbyes to the group.

[01:31:39] **Jerom Theunissen:** [01:31:39] Thank you. No, it's an honor Judy and an honor to serve all of you as mobility managers, as movers and shakers and your communities respectively across the country.

[01:31:49] I've been with NCMM for about a year and a half. So it's really been a pleasure to, to, serve you all and to help you all with your mobility management initiatives. And please don't be a stranger. Keep in touch with me. I'll say share my email and personal, details where you can find me after this call, but also we will be having a recording and a kind of notes from each of the breakout rooms for everyone, with resources and that survey, about

the, your experience on this call that will be sent out as well. So keep an eye out for that in the following days. but until next time, everyone, and, thank you all so much for joining. Thank you, Chris. Thank you, Catherine. And thanks Judy, for leading such a fantastic meeting and then all our, our, facilitators as well.

[01:32:32] So best of luck everyone and take care. Bye everybody. Thank you. Bye bye.