



State of the State: Transportation Coordination & Mobility Management in New Hampshire

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About the National Center for Mobility Management (NCMM)

The National Center for Mobility Management (NCMM; nc4mm.org) is a national technical assistance center created to facilitate communities in adopting mobility management strategies. NCMM is funded through a cooperative agreement with the Federal Transit Administration (FTA) and is operated through a consortium of three national organizations – the American Public Transportation Association, the Community Transportation Association of America, and Easterseals, Inc.

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About Easterseals

Since its founding in 1919, Easterseals has remained committed to ensuring that the needs of children and adults with disabilities, veterans and older adults are met with services and support to help them live, learn, work, and play in their communities. By combining on-the-ground presence, deep expertise, and diverse programs, 69 Easterseals affiliates nationwide are advancing change to assure that people with disabilities and other special needs can thrive in their communities.

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Section I: Overview

New Hampshire embarked upon the creation of a mobility management network in 2020 in what has become the most ambitious coordination project in a generation. The network is a collaborative partnership that unites on-the-ground mobility managers with the SCC, Regional Coordination Councils, NH Department of Transportation, NH Department of Health and Human Services and other federal, state, and local agencies and commissions. All of these groups and stakeholders bring unique strengths, assets, needs, and insights that will be leveraged by this network to develop better transportation outcomes for consumers, while highlighting partnerships between state and federal funding sources targeted to improve mobility for older adults and people with disabilities. Leverage existing funding sources will improve the efficiency of existing services and integrate new opportunities in a novel way that not only demonstrates the power of coordination between stakeholders and government agencies, but also highlights New Hampshire's leadership in this new paradigm of transportation systems that improve quality of life outcomes for all people.

Mobility management is a transportation strategy that prioritizes customer needs, and the meeting of these needs through the coordinated use of a variety of providers, and by extension a variety of funding streams. Moving from mobility management as a strategy to effective delivery of service is a challenging, but necessary process called "operationalizing mobility management". New Hampshire started this transformation by uniting around a shared vision of an integrated system of safe, reliable, and sustainable transportation options that allow residents to maintain independence and participate in work and community life no matter their age or ability.

Building on this vision, the following guiding principles were developed in part from material presented in "A Guide to Successful Mobility Management Practices in Small Urban and Rural Areas" developed by the National Cooperative Research Program (NCHRP) under Project 20-65 Task 68. These principles formed the backbone or guiding philosophy for the NH Statewide Mobility Management Network.

- Mobility management is a transportation strategy that prioritizes customer needs, and the meeting of these needs through the coordinated use of a variety of providers.
- Mobility management is an evolving concept that aims to improve specialized transportation, particularly for veterans, older adults, people with disabilities, and individuals with lower incomes.
- Mobility management looks beyond a single transportation service or solution to a "family of services" philosophy that can offer a wide range of services and options to meet an equally wide array of community demographics and needs.
- Mobility Management begins with a community vision in which the entire transportation network including public transit, private operators, cycling and walking, and volunteer drivers work together with customers, planners, and stakeholders to deliver coordinated transportation options that best meet a community's needs. Simply put, "nothing about us without us".
- Mobility management requires a customized approach, meaning no two programs are exactly alike, even though they share a core philosophy, desired outcomes and require partnerships across the spectrum.

Ultimately, the State Coordinating Council for Community Transportation, the New Hampshire Mobility Management Network and its participants committed to a shared mission to improve the coordination, capacity, accessibility, quality, and sustainability of mobility services statewide.

Section II: NH Public Transit & Community Transportation Leadership Organizations

Note: This is not a comprehensive list of all the agencies that have a role in transportation, but the following are central to public transit, community transportation, and the NH Statewide Mobility Management Network.

A. New Hampshire Department of Transportation (NHDOT): Consists of 18 bureaus and 5 divisions, employing approximately 1,650 people. NHDOT's mission is transportation excellence enhancing the quality of life in New Hampshire. This is fundamental to the state's sustainable economic development and land use, enhancing the environment, and preserving the unique character and quality of life. NHDOT provides safe and secure mobility and travel options for all the state's residents, visitors, and movement of goods, through a transportation system and network of services that are well maintained, efficient, reliable, and provide seamless interstate and intrastate connectivity.

NHDOT Division of Aeronautics, Rail and Transit: Is divided into two bureaus: Aeronautics which is responsible for working with aviation agencies at the federal, state, and local levels to preserve and promote a system of airports necessary to guarantee the future of air transportation in N.H.; and Rail & Transit, which is responsible for management of state-owned railroad properties, provides rail safety inspections, and manages public transportation programs.

Key NHDOT Public Transit/Community Transportation Personnel:

- Victoria Sheehan NHDOT Commissioner
- Patrick C. Herlihy, Director of Aeronautics, Rail & Transit
- Michelle "Shelley" Winters, Bureau Administrator Rail & Transit
- Fred Butler, Public Transportation Administrator
- Paula Devens, Transit Grants Coordinator
- Cathy Cormier, Transit Compliance Specialist

For more information: <https://www.dot.nh.gov>

B. State Coordinating Council & Regional Coordination Councils: The N.H. General Court established the State Coordinating Council (SCC) and Regional Coordination Councils (RCC) under Title XX – Transportation, Chapter 239-B. The following statutory excerpts describe the authority and duties of these entities.

- 1. 239-B:3 Duties. – The SCC shall:** I. Develop, implement, and provide guidance for the coordination of community transportation options within New Hampshire so that the public, in particular citizens in need of access to essential services and activities, can access local and regional transportation services and municipalities, human service agencies, and other organizations can purchase shared ride coordinated transportation services for their citizens,

clients, and customers. II. Set statewide coordination policies for community transportation, establish community transportation regions, encourage the development of regional coordination councils, assist other regional efforts as needed, and monitor the results of statewide coordination. III. Approve the formation of regional coordination councils and the selection of regional transportation coordinators, according to such criteria and guidelines as the SCC may establish. IV. Solicit and accept donations for funding to implement and sustain community transportation.

SCC Leadership Team:

- Fred Roberge, Chair, VP of Transportation Easterseals NH, VT
- Mike Tardiff, Vice Chair, Executive Director Central NH Regional Planning Commission
- Steve Workman, Treasurer, Transport New Hampshire
- Fred Butler, Public Transportation Administrator NHDOT – Bureau of Rail & Transit
- Gene Patnode, Business & Industry Manager, DHHS, Division Economic & Housing Stability, Bureau of Employment Supports
- Alisa Druzba, MA, Administrator Bureau Public Health Systems, Policy, Performance

For more information: Website coming Fall 2022

- 2. 239-B:3-a Regional Coordination Councils (RCC):** There are hereby established regional coordination councils (RCC), representing regions to be defined by the SCC. The designation as an RCC must be approved by the SCC. Members of an RCC shall be immune from liability in executing the duties of the council. The duties of an RCC shall be to: I. Facilitate the implementation of coordinated community transportation in their region. II. Encourage the development of improved and expanded regional community transportation services. III. Advise the SCC on the status of community transportation in their region.

Please see Appendix A for a map of the Community Transportation Regions.

- C. New Hampshire Transit Association (NHTA):** Mission is to provide information, education, and support to New Hampshire transportation providers, and to improve mobility for New Hampshire citizens. NHTA promotes general awareness and support of public and paratransit services, encourage cooperation among its members, the public while also assisting members in dealing with special issues, transportation funding and policy. It further assists by providing a platform to exchange ideas, experiences, and development of initiatives that will improve public and paratransit services. As a small state association, NHTA includes providers offering all federally funded transit services (5307, 5311) and community transportation services (5310). While NHTA does have a strong transit focus, most of the larger providers are also involved in community transportation services. This is an advantage because it helps reduce the silo-effect among providers.

For more information visit: <http://newhampshiretransit.com>

Please see Appendix B for a map of Public Transit Services.

- D. Transport New Hampshire (TNH):** Is a statewide advocacy and support organization that broadly supports transportation in all its modes, but with a specific focus on community transportation services public transit and active transportation. Most recently TNH led the development of the New Hampshire Statewide Mobility Management Network and is now tasked with providing support to the regions as it is implemented. TNH is also active on the national scene with the intention of increasing collaboration between N.H. and other states and organizations focused on improving the capacity of our public and community transportation systems.

Key TNH Personnel:

- Steve Workman, Director

For more information visit: <https://transportnh.org>

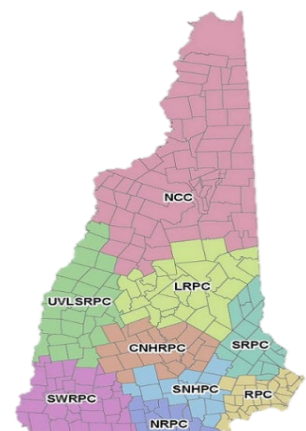
- E. New Hampshire Rural Technical Assistance Program (NHRTAP):** The Rural Transit Assistance Program (49 U.S.C. 5311(b)(3)) (RTAP) provides funding to State Departments of Transportation through the Federal Transit Administration's 49 U.S.C Section 5311 Formula Grants for Other than Urbanized Areas (CFDA 20). Program funds are to assist in the design and implementation of training and technical assistance projects and other support services tailored to meet the needs of transit operators in nonurbanized areas. In New Hampshire, the RTAP training program is administered by RLS & Associates, Inc. (RLS) under a contract with the New Hampshire Department of Transportation (NHDOT). NHRTAP provides driver and management-level training, technical assistance, and scholarship assistance to rural transit providers in New Hampshire. NHRTAP resources are available to Section 5311 and Section 5310 Grantees.

Key NHRTAP/RLS & Associates Personnel:

- NHRTAP Manager, RLS & Associates
- Teri Palmer, NH (DOT) Statewide Mobility Manager

For more information visit: <https://www.newhampshirertap.com>

- F. Regional Planning Commissions (RPC):** County government in NH has a much more limited role compared to elsewhere in the country. In many cases it is the regional planning commissions that take a more active role in regional issues and delivery of certain services in NH; this is particularly true for transportation. The primary role of the RPC is to support local municipalities in their planning and community development responsibilities. This is achieved through a variety of means, including, but not limited to, advising on local ordinances and land use issues; providing professional planning services; helping to secure funds for transportation and infrastructure projects; working to obtain and administer state and federal grants; and reducing local costs through regional coordination and cooperation. While the RPCs are not involved in the direct delivery of transportation services (i.e., providing rides) they are heavily involved in regional transportation planning, development of the state's Ten-Year Transportation Improvement Plan, Transportation Coordination Plans and related needs assessments and feasibility studies. In other cases, an RPC may also act as a lead agency for a state DOT contract such as 5310 purchase



Nine Regional Planning Commissions in NH

of services. In all cases, the RPCs play a vital role in directly supporting the work of the State Coordinating Council for Community Transportation and the Regional Coordination Councils.

For more information about each of the 9 RPC's visit:

- [Central NH Regional Planning Commission \(CNHRPC\)](#)
- [Lakes Region Planning Commission \(LRPC\)](#)
- [Nashua Regional Planning Commission NRPC\)](#)
- [North Country Council, Inc. \(NCC\)](#)
- [Rockingham Planning Commission \(RPC\)](#)
- [Southern NH Planning Commission \(SNHPC\)](#)
- [Southwest Region Planning Commission \(SWRPC\)](#)
- [Strafford Regional Planning Commission \(SRPC\)](#)
- [Upper Valley Lake Sunapee Regional Planning Commission \(UVLSRPC\)](#)

G. Lead Agencies: This is a role that may be held by an RPC or other qualified organization including transit agencies. While the RCC's were established by statute, they are not incorporated entities and so must use a lead agency to contract and manage finances. Some lead agencies will function more like what is commonly referred to as a fiscal agent; meaning they are not providing direct transportation or coordination services and likely have little direct supervisory responsibilities except to ensure contract performance and fiscal stewardship. Others take a more hands-on approach that may include supervision and housing of staff, direct (transportation) services, etc. Regular communication and collaboration between a lead agency and its RCC is vital to ensure shared understanding of goals, objectives, projects, funding, opportunities, etc. When a breakdown in communication/participation does occur, it creates needless tension and risks destabilizing the work of that region and potentially the relationship with a funder. The exact arrangement will differ between RCC's, but there are common roles and expectations that each should follow:

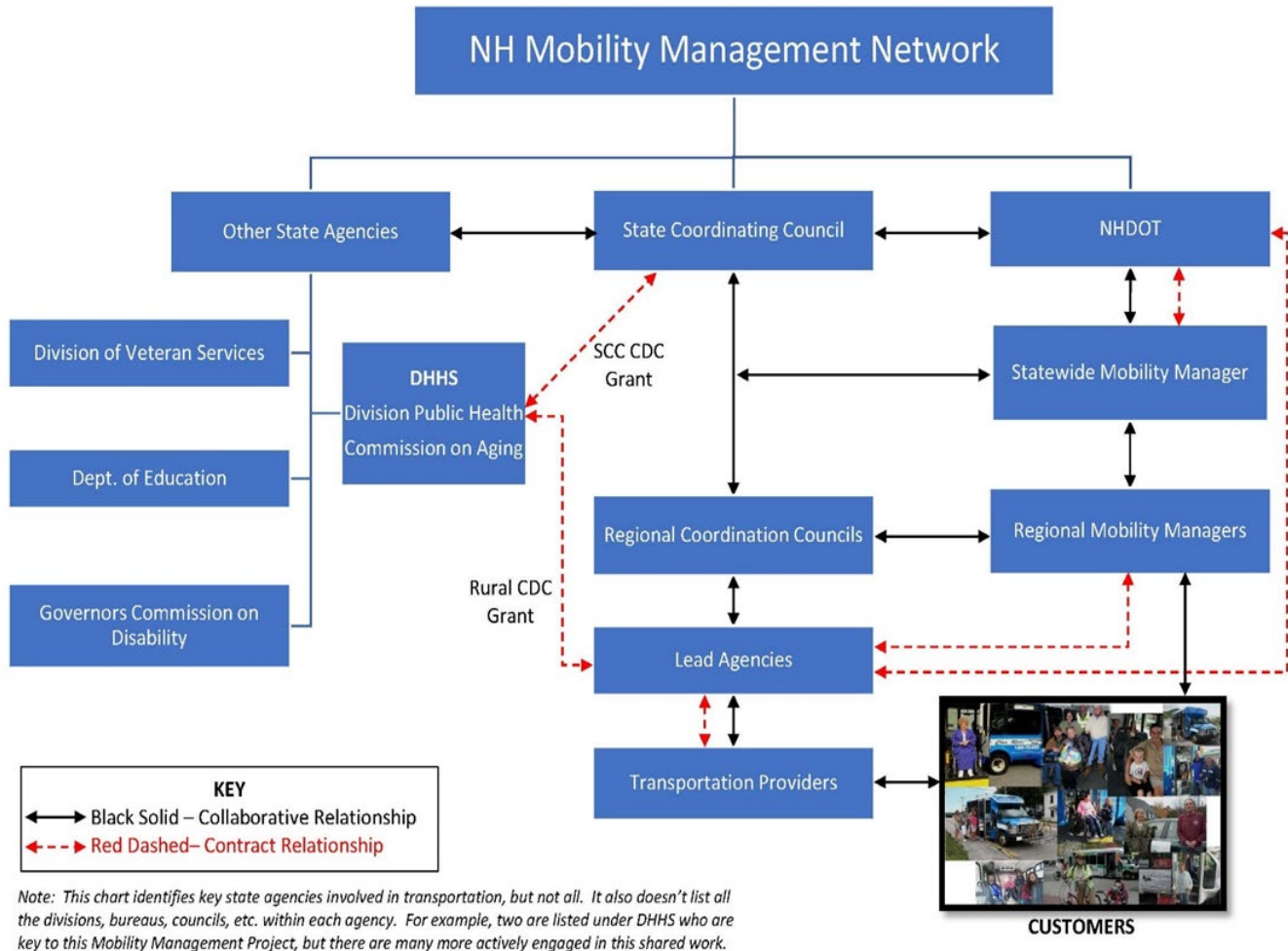
- Hold and administer 5310 contracts and funds. Financial Tracking and reporting to the RCC's, DOT and other funders.
- Ensure compliance and performance of all subcontracts.
- Participate in RCC meetings and related RCC planning activities.
- Participate in SCC meetings or at a minimum remain on the SCC distribution list.
- Work with the RCC to potentially hold and administer other contracts and funds.

Section III: Coordination & Mobility Management in New Hampshire

A. NHDOT, SCC & RCC Coordination: In accordance with statutory duties, the SCC with input from the RCC's and the advice and consent of DOT, took the lead in developing, implementing, and will help maintain the NH Mobility Management Network. This included the development of roles, responsibilities, and qualifications for the mobility manager positions development of performance indicators, statewide strategic plans, and ongoing evaluation and improvement of the network. To guide its work, SCC will develop and implement a comprehensive strategic plan to improve its coordination function and ensure development and progress on statewide transportation goals including the Mobility Management Network. The RCC's will take the information provided by SCC and customize it to fit their unique regional needs and

circumstances. They will also develop and execute regional strategic plans or workplans inclusive of statewide goals for the network.

- B. NH Statewide Mobility Management Network Structure:** The Mobility Management Network is intended to be a collaborative partnership between SCC, the RCC's, NHDOT, other state agencies/commissions and the mobility managers. NHDOT through its NHRTAP holds the contract for the statewide mobility manager and the RCC's through a lead agency holds the contract for the regional mobility managers. Transport New Hampshire holds an additional contract on behalf of the SCC to provide technical assistance and project management.



- C. Partnerships:** The NH Mobility Management Network is intended to include national, state, and regional organizations focused on improving mobility management and community transportation. Such organizations are to be a resource for learning, network & service development and collaborative efforts that contribute to advancements in mobility management and transportation service delivery in New Hampshire and beyond.

- D. Mobility Manager Roles:** The following roles for the regional mobility managers were developed based on those identified in the 2016 NH Statewide Coordination of Community Transportation Services Plan, NCM's "A Guide to Successful Mobility Management Practices in Small Urban & Rural Areas", requirements set forth in a CDC partnership grant and through discussions with the

SCC and its mobility management workgroup. The intent is for these roles to apply to all regional mobility manager positions with the expectation that regional strategies will be developed according to the unique needs of each region.

Roles for Regional Mobility Managers		Source
Onboarding & Orientation		
1	<i>Lead Agency will list their own process for onboarding and orientation tasks</i>	
2	Familiarize self with transportation services and unmet needs as well as providers and funders of transportation and other human services in the Region. This should include, at minimum, 1) meeting individually with organizations that provide and/or purchase transportation services in the region; and 2) reading key documents such as the <i>Coordinated Public Transit/Human Services Transportation Plan</i> for the region, the State Plan on Aging, regional Long Range Transportation Plans developed by the regional planning commission(s) in the RCC area, and community needs assessments for hospitals and/or United Ways serving the region.	Blueprint
Regional Service Delivery (Customers)		
1	Assist the RCC and local providers to develop and implement, a customer centered approach to transportation access and coordination in the region for older adults, low-income, disabled, veteran and other vulnerable populations.	Plan Revised
2	Develop relationships with transit-dependent and vulnerable populations in the region to address issues of access, diversity, equity, and inclusion (DEI) and ensure their voices are heard.	Blueprint
3	Create and update annually an inventory of available transportation services in the region to be used in marketing these services to the public and other non-transportation providers (TANF Counselors, medical facilities, etc.)	Plan Revised
4	Conduct outreach activities in the region to educate and train groups and individuals how to access and use the transportation network/services.	Plan Revised
Regional Coordination (Providers)		
1	Develop new opportunities for coordination and/or expansion of transportation options across municipal and regional boundaries.	Plan Revised
2	Cultivate multi-agency partnerships which may reduce costs through increased efficiency and effective transportation coordination.	Plan
Capacity Building (System)		
1	Assist the RCC with developing its organizational infrastructure and capacity to effectively fulfill its mission. Efforts will include strategic planning, fundraising, communication, and member recruitment and retention.	Plan Revised

2	Conduct periodic needs assessments to identify barriers to mobility in the region and propose recommendations to reduce those barriers.	Blueprint
3	Build relationships with state, regional, and local elected officials, and community leaders to educate them about the needs, roles and benefits of regional/local transportation services and coordination. These stakeholder relationships may develop into support financially (funding) and operationally (policy) for local and regional transportation services and coordination efforts.	Plan Revised
4	Identify and research corporate, foundation, and government sources of funding for matching funds. Include opportunities to use "braided" funding streams.	Plan Revised
5	Evaluate regional systems and technology used to efficiently deliver mobility services. Consideration should be given to access and ease of use for customers, ability to integrate with other regional/state systems and modes of transportation allowing a customer to effectively plan trips from start to finish. This will also include development of or updates to a technology plan	Plan Revised
Statewide Planning, Coordination & Capacity Building (Connecting the Regions)		
1	Participate in and coordinate with the SCC, local RCC and statewide mobility management network which includes the statewide mobility manager, and regional mobility managers.	Plan Revised
2	Participate in state, regional, and local transportation planning activities including required human services coordinated plans, SCC strategic plan, the RCC strategic plan or workplan, RPC planning and other related plans and initiatives.	Blueprint
3	Assist NHDOT, SCC and statewide mobility manager to implement strategic initiatives identified in the SCC Strategic Plan and other statewide planning documents. Examples may include development of a statewide system for data collection and development of a system for tracking medical appointments missed due to lack of transportation in providers electronic medical records systems.	Plan Revised
Region Specific Roles/Tasks		
1	Lead Agency will list other roles/tasks specific to its region	

Section IV: Funding the Mobility Management Network

Braided funding and point-in-time opportunities made the planning and launch of the network possible. Initial funding for the facilitation and planning of the network was provided to Transport NH by the NH donor advised, You Have Our Trust Fund and other agencies contributed staff time. However, the real catalyst for this planning initiative came in the form of a request from NH Transit Association to NHDOT to use \$550,000 in new federal dollars flexed from CMAQ funds to support

statewide public transit and community transportation. Ultimately, the \$550,000 came in the form of State Block Grant funds rather than CMAQ because the requirements of STBG were more advantageous than the CMAQ funds. This amount of funding would at a minimum hire a fulltime state mobility manager and quarter to half time mobility managers in all regions which was a start, but not ideal. Then innovative funding made it possible to increase the capacity of the network to fulltime mobility managers and provided funds for mobility management projects and services.

New Hampshire COVID Health Disparity Grant: NH received a non-competitive Centers for Disease Control & Prevention grant to address COVID-19 Health Disparities Among Populations at High-Risk & Underserved, Including Racial and Ethnic Minority Populations and Rural Communities. Alisa Druzba, Administrator of the Rural Health & Primary Care Section at the Bureau of Public Health Systems, Policy and Performance and member of the SCC saw an opportunity to address transportation issues for vulnerable populations. Through her participation on the SCC, Alisa knew about the development the Statewide Mobility Manager Network and saw the synergy between our goals, those of public health and this grant. Using the SCC Blueprint Alisa developed a plan to use some of this funding to provide fulltime funding for each of the rural RCC's and a secondary pot of project money that can be used to assist with mobility management projects.

5310 Funds: Regions retained their normal formula appropriation, but in many cases, the additional funds for the mobility management network freed up 5310 funds being used to pay existing mobility coordinators so they could purchase additional mobility services.

The table below is a summary of how each funding type was used to fund each region \$120,000 for their mobility manager position. A more detailed explanation of funding is included in New Hampshire Statewide Mobility Management Network: A Blueprint for Implementation, adopted by SCC in October 2021 and periodically updated by SCC

Description	NHDOT Transportation FTA Funds		Toll Credits	CDC Funds	Reallocation	Toll Credits	Total Funding
	The 5310-allocation formula serves as the base funding amount. Funds for urban Regions 8 and 10 are then capped at 65,000 each with excess distributed amongst the other regions to ensure each region receives a minimum of \$50,000.		20% Toll Credits required for formula funding. Rural regions match met by CDC funding.	2-year Federal Funding from Centers for Disease Control & Prevention – Rural Health Priorities	Reallocated funding from the statewide mobility manager position (120k) & Activity 3 (60k). Requires 20% match	20% Toll Credits required for transferred FTA funds.	All proposed sources of funding
	Allocation Before Cap	Allocation With Cap	Toll Credits	CDC Allocation Per Region	Reallocation	Toll Credits	Total Available Per Region
Region 1	\$49,355	\$50,000	0	\$70,000	0	N/A	\$120,000
Region 2	\$25,563	\$50,000	0	\$70,000	0	N/A	\$120,000
Region 3	\$68,885	\$50,000	0	\$70,000	0	N/A	\$120,000
Region 4	\$21,649	\$50,000	0	\$70,000	0	N/A	\$120,000
Region 5/6	\$42,985	\$50,000	0	\$70,000	0	N/A	\$120,000
Region 7	\$40,011	\$50,000	\$10,000	Not Qualified	\$70,000	\$14,000	\$120,000

Region 8/9	\$95,918	\$65,000	\$13,000	Not Qualified	\$55,000	\$11,000	\$120,000
Region 10	\$85,633	\$65,000	\$13,000	Not Qualified	\$55,000	\$11,000	\$120,000
Totals	\$430,000	\$430,000	\$36,000	\$350,000	\$180,000	\$36,000	\$960,000
Grand total Toll Credits used as match							\$72,000.00

Section V: Priority Issues Impacting Mobility Management Services

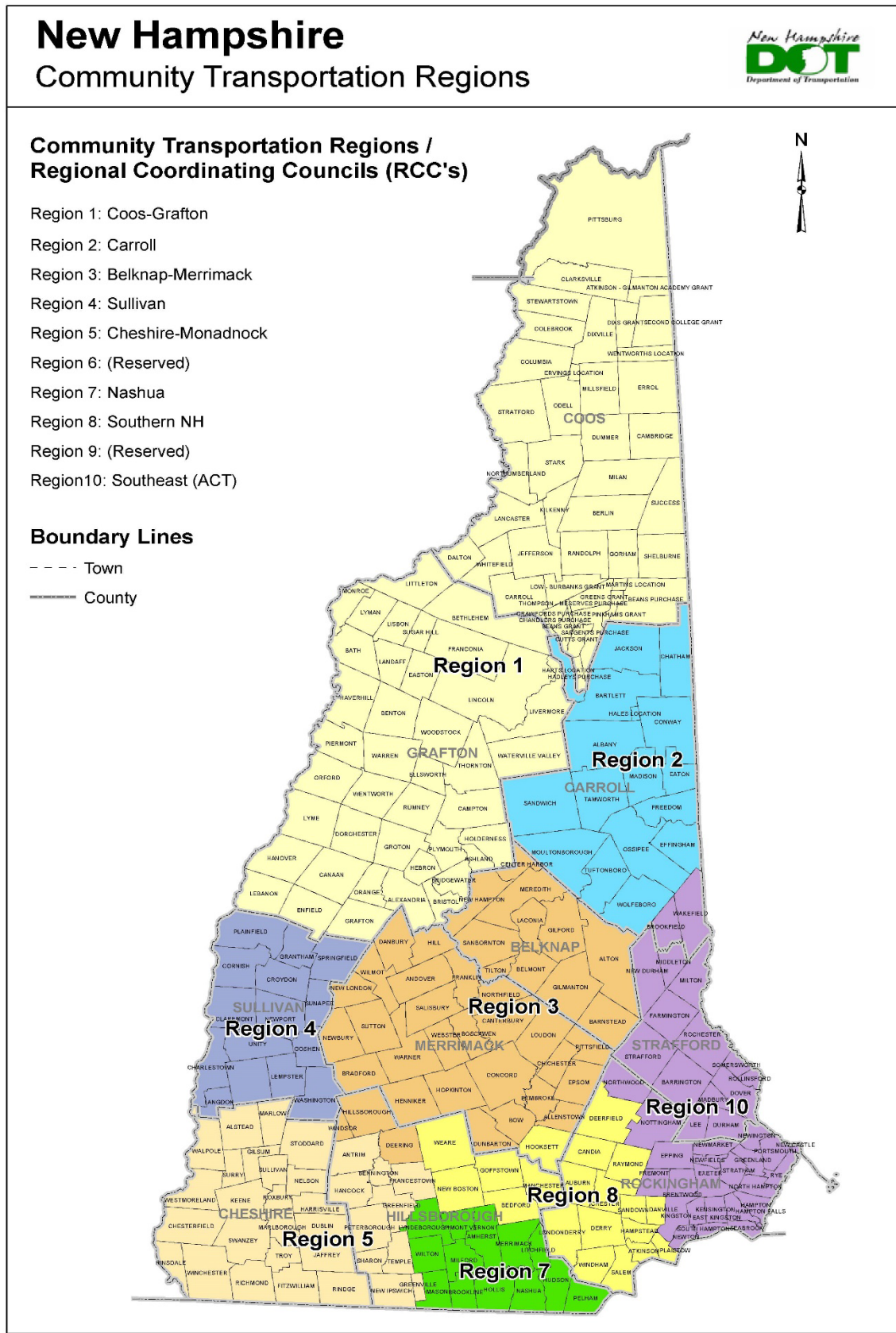
- A. An Aging Population:** The number of people over age 65 in New Hampshire is projected to almost double in the next 20 years, growing from 220,672 in 2015 to 373,209 in 2030 to 408,522 in 2040. According to AARP one in five Americans over age 65 doesn't drive. That's nearly 75,000 non-driving older adults by 2030. Transportation needs of a growing older adult population are already showing up in burgeoning demand for paratransit services under the Americans with Disabilities Act. New Hampshire's stated goal is for older adults to be able to age in place with dignity. Achieving this will require far better transportation capacity than we have currently, through public transit agencies and especially through non-profit volunteer driver programs.
- B. Expand Services:** Only 34 of 244 communities in NH have regular fixed route bus service. Some that lack fixed route public transit have special services for seniors run by non-profit groups using vans or volunteer drivers. Over 40 communities lack any transportation services at all. Demand for improved public transit options, and particularly basic mobility services for older adults and individuals with disabilities, is a common theme at public input sessions, survey results by the UNH Survey Center and feedback from local hospitals. Improving transportation access will enable seniors to age in place with dignity and is a key recommendation in the 2019 NH Plan on Aging.
- C. Long-Term Sustainability of the Mobility Manager Network:** Sustainability Planning must be intentional, consistent and the responsibility of ALL stakeholders. It should be built into any program right from its inception, well before a crisis hits. While performance measures contribute to sustainability planning, they most often focus on the outcomes of what you do and not necessarily how you do it. Understanding the health and capacity of an organization or this case a comprehensive mobility management network is essential if it is to survive. Understandably, money is top of the list when thinking about sustainability, but that is only one, albeit complex, dimension that must be considered. Other dimensions must be considered including organizational culture, partnerships, community engagement, workforce development, data management, performance metrics, multimodal integration, procurement, systems and technologies, innovation and more.

The State Coordinating Council for Community Transportation (SCC) has decided to use a self-assessment tool created by the National Center for Mobility Management (NCMM) to help assess the sustainability of its mobility management networks and activities. **The Mobility Management Sustainability Assessment Tool (MM-SAT)** will be released in Spring 2022. NH will use this regionally to develop sustainability plans and establish a baseline of sustainability measures that can be re-assessed annually.

- D. Continued Improvement of Service Coordination:** Due in part to lack of centralized funding for transportation, many non-profit human service agencies in NH have developed their own transportation capacity to get clients to medical appointments, congregate meal sites, after school programs and volunteering opportunities. Multiple agencies scheduling their own vehicles in isolation can mean duplicative costs, inefficient use of specialized staff and missed

opportunities to combine trips. Support for coordination work has come largely from Federal Transit Administration funds through NHDOT, but more than 65 federal programs administered through state agencies can be used to support transportation services. Additional opportunities exist if additional state agencies participate actively in coordination efforts and are willing to revisit how they fund transportation. As an example, Vermont coordinates Medicaid transportation through its regional transit agencies, while New Hampshire contracts with Medicaid Managed Care Organizations that contract with transportation brokers.

Appendix A



Appendix B

