

State Coordinating Council on Community Transportation

Sixth Annual Report to the Governor and
Legislature
December 2013





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INTRODUCTION

The State Coordinating Council for Community Transportation (SCC) fosters the coordination of transportation services to get people where they need to go. Coordination allows more efficient use of scarce resources, increasing mobility options for more of NH's residents. Community transportation includes services that address the transit needs of a community, including the general public as well as special populations such as seniors, people with disabilities, and people with low income

Successful communities thrive when transit is part of a healthy mix of transportation choices¹.

People who don't drive or don't own a vehicle still need access to employment, health care, education, community services, and activities that are necessary for daily living. The SCC helps organizations work together to share information and resources, reduce service duplication, share support services, and improve scheduling efficiency, all of which can lead to lower costs. Coordination also makes it easier to identify unmet need through improved communication and standardized data collection.

The SCC provides support and guidance for the nine Regional Coordinating Councils (RCCs). The creation of this regional and statewide network of transportation stakeholders is one of the landmark achievements in transportation over the past few years.

It is important to understand the role that community transportation can play in economic development. State and local leaders throughout the nation and here in New Hampshire are seeking clear returns on public investment, and funding for community transportation is a way to generate dividends for the areas in which it operates. There are significant benefits to investing in both urban and rural public transit, including:

- More people are considering public transportation as the cost to own and operate a vehicle rises and American consumers look for ways to save money¹.
- Seventy-six percent of Americans are open to taking public transportation instead of driving².
- For every \$1 invested in rural public transit, approximately \$3-\$4 is generated in economic return, and in some places, returns could be up to \$9.^{3 4}
- In a study reviewing 268 rural commuting areas, comparing counties with and without public transit, rural counties with transit had 11% greater net earnings growth over counties without transit.¹

¹ America THINKS transit survey; HNTB Corporation. <http://news.hntb.com/news-releases/ready-to-ride-america-thinks-transit.htm>

² Ibid.

³ Transit Cooperative Research Program Report 34. Assessment of the Economic Impacts of Rural Public Transportation, Washington, D.C., 1998.

⁴ Cambridge Systematics, Inc. with Glen Weisbrod Associates, Inc., Public Transportation and the Nation's Economy: A Quantitative Analysis of Public Transportation's Economic Impact, Washington, D.C., October 1999.

- State and local governments can experience up to a 16% increase in revenues as a result of business profits and increased individual income generated by public transportation investment.⁵

Millions of Americans are unable to provide their own transportation or have difficulty accessing public transportation. Such transportation-disadvantaged populations may include those who are elderly, have disabilities, or have low incomes. Older adults represent the fastest-growing segment of the U.S. population, and access to transportation is critical to helping these individuals remain independent as they age⁶.

The demographic shifts occurring in New Hampshire are currently affecting, and will significantly impact, the quality of life the state can offer in the future. By the year 2030 (17 years from now), the state is anticipated to have one-half million adults above the age of 65, a so-called “silver tsunami,” representing nearly one-third of the state’s population⁷. As this population ages, it is important that they remain engaged in the community, as they can continue to be vital resources for and contributors to the local economy. A study of rural transit systems in Wyoming found that a benefit of \$24 per trip arose from activities related to older adults living in their homes and utilizing public transit for transportation for shopping and other purpose trips. These trips that foster independent living comprised 40% of all the system’s trips.⁸

For these reasons and others, New Hampshire needs a robust, coordinated community transportation system that ensures all people can fully participate in economic and community life.

MEMBERSHIP

The Statewide Coordinating Council for Community Transportation was established pursuant to RSA 239-B in 2007. The statute was amended in 2010. The SCC has 15 members. The statute calls for diverse membership, including the commissioners of Education, Transportation, and Health and Human Services. The remaining membership is appointed by the commissioners of transportation and health and human services respectively (2 members) and by the Governor and Executive Council (8 members). See Appendix A for current membership.

Full participation by the agencies of Education, Transportation and Health and Human Services is a key strength of the SCC.

During 2013, Patrick Herlihy, who had been the Department of Health and Human Services (DHHS) representative to the SCC, accepted the position of Director of

⁵ Transportation, Economic Opportunity, + America's Future, Transportation for America Policy Brief, http://t4america.org/policybriefs/t4_policybrief_economic.pdf, Accessed 08/04/11.

⁶ Government Accountability Office Highlights of GAO-14-154T, November 2013 <http://www.gao.gov/products/GAO-14-154T>

⁷ NH's Silver Tsunami: Aging and the Health Care System, September 2011, NH Center for Public Policy Studies.

⁸ Vander Broek, N. and Weaver, P., The Economic Impact of Public Transportation in Rural Kansas, Kansas RTAP Fact Sheet, June 2011 and Santos, N., McGuckin, H., Nakamoto, Y., Gray, D., and Liss, S., Summary of Travel Trends: 2009 National Household Travel Survey. U.S. Department of Transportation, Washington, DC, 2011.

Aeronautics, Rail and Transit at NHDOT. He is now the NHDOT representative to the SCC. Mary Ann Cooney has been appointed as the DHHS representative to the SCC. Bill Finn represents the Department of Education.

SCC MEETINGS AND STRUCTURE

The officers of the State Coordinating Council on Community Transportation (SCC) are: Fred Roberge, Easter Seals, chair; Kerrie Diers, Nashua Regional Planning Commission, vice chair; Patricia Crocker, Upper Valley Lake Sunapee Regional Planning Commission, secretary; and Bill Finn, New Hampshire Department of Education, treasurer. The SCC meets on the first Thursday of the month. The Council generally meets in Concord, but also holds meetings in other parts of the state. Information on SCC meetings and other activities is posted on the SCC website, maintained by the New Hampshire Department of Transportation on its website. The SCC continues to use Work Groups to address specific topics, and those meetings generally occur on an as-needed basis. The activities of the Work Groups are included in the next section of this report.

Additional information about the Council is available on the DOT website at <http://www.nh.gov/dot/programs/scc/about.htm>

DUTIES AND RESPONSIBILITIES OF THE SCC

The SCC is charged by law with the following duties (briefly summarized):

Develop and Provide Guidance

Develop and provide guidance for the coordination of community transportation options within New Hampshire so that the general public and particularly transportation-disadvantaged citizens, such as older adults, persons with disabilities, and individuals with limited income, can access local and regional transportation services.

Set Statewide Coordination Policies

Set statewide coordination policies for community transportation and monitor the results of statewide coordination.

Approve the Formation of RCC's and RTC's

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.

Solicit and Accept Donations for Funding

Solicit and accept donations for funding to implement and sustain a "regional transportation coordination fund" that will be a source of grants to improve community transportation.

The SCC has made significant progress on the first three of the four responsibilities. Providing guidance, setting policies, and working with the Regional Coordinating Councils have been extremely important and active areas of SCC effort.

ACCOMPLISHMENTS–NOVEMBER 2012–OCTOBER 2013

SCC Work Groups

The SCC Work Groups provide an opportunity for the SCC to address specific topics in more depth. The work groups include people with expertise and interest in transportation coordination, so the SCC can benefit from diverse opinions of local stakeholders. A full description of the work groups along with current membership can be found in Appendix B of this report.

Active Work Groups:

- Statewide Data Project Work Group
 - The purpose of this work group is to define the functionality that the SCC needs from mobility management software, develop data collection standards and business models.
- Managed Care Work Group
 - The purpose of this work group is to monitor the managed care landscape and respond to developments that impact the delivery of coordinated transportation.
- Communications/Outreach Work Group
 - The purpose of this work group is to spearhead development of the SCC Annual Report and to develop and implement a messaging and communications work plan for the SCC. The work plan will have short, medium and long term goals, objectives and actions.

As-Needed Work Groups:

- RCC Support Work Group
 - The purpose of this work group is to foster networking and communications among the RCCs and to develop topics and agendas for quarterly meetings of the RCCs from the various regions around the state. This work group is also engaged in activities related to the development of Regional Transportation Coordinators (RTC's). The RTC development, RCC Review and Alternative Strategies work groups have been incorporated into this work group.
- SCC Nomination and Governance Work Group
 - Nominates slate of officers for SCC leadership team.

New Hampshire Transit Association (NHTA) Annual Meeting

The NHTA held its annual meeting on June 13th, 2013 in Concord. The SCC and Transport NH were invited to participate. The objectives of the meeting were to:

- Develop an understanding about the current work of each group and identify overlapping strategies and priorities,
- Identify opportunities for strengthening communication and collaboration between the three groups,
- Identify next steps for building a collaborative approach to achieve common goals.

The chair of each group described the purpose of the work that his or her organization does.

There was a panel discussion; each panelist described a collaborative effort his or her agency had been involved with, focusing on a difficult issue the collaboration effort faced and how it was dealt with.

The outcome of this meeting was a better understanding of the work that the three organizations perform, where that work overlaps, and how to collaborate in the future.

The SCC, NHTA, and Transport NH will work together in a collaborative effort to change how transportation is perceived in New Hampshire.

The full set of meeting notes can be found in Appendix D.

State Data Management System Implementation Project

In partnership with the Montachusett Area Regional Transit Authority (MART) in Fitchburg, Massachusetts, and HB Software Solutions, the SCC and the New Hampshire DOT continue to move forward in MART's United We Ride project as a formal stakeholder. The Governor and Executive Council approved a contract in the amount of \$341,675 between New Hampshire DOT and HB Software Solutions on May 15, 2013. Matching funds in the amount of \$60,000 from the NH Endowment for Health have also been awarded for this effort. Continued collaboration with MART and HBSS offers the opportunity for:

- Integration of third party software systems (RouteMatch, Trapeze, etc.)⁹
- Assurance of secure communications across regional boundaries
- Provision of a single point of access for information sharing
- Effective trip coordination
- Web based scalability
- Low cost operations and maintenance
- The opportunity to leverage Federal and State resources already invested

⁹ Several transportation providers are currently using these other (third party) scheduling software programs.

Most important, the MART partnership offers NH access to the guidance and support of experienced transportation professionals in an adjacent state that has a successful record of accomplishment over more than a decade.

The New Hampshire DOT has signed Memorandums of Understanding with five pilot agencies representing their RCC regions. Tri County CAP; Community Alliance Transportation Services (CATS); Manchester Transit Authority; Easter Seals; and COAST have been appointed by their respective RCC's to lead this effort. HBSS, in conjunction with the NH Department of Information Technology, has conducted business process reviews with each of the pilot sites in order to customize their software needs for the coordination model developed by their particular region. It is expected that software implementation will begin in early 2014.

Section 5310 Purchase of Service Program

The New Hampshire Department of Transportation decision to fund a 5310 Purchase of Service program has enhanced services for seniors and individuals with a disability. This FTA program allows "Purchase of Services", permitting regions to purchase vouchers for taxi service, to reimburse mileage expenses for volunteer drivers and expand demand response services. The SCC served as a resource to NHDOT in implementing this initiative. To date, all nine regions have received 5310 purchase of service funding. In the first two years of the program, over 47,000 rides (including over 5,700 ADA accessible rides) have been provided throughout the State. This approach to service has demonstrated that it is a cost-effective and efficient way to deliver rural transportation services.

5310 PURCHASE OF SERVICE FUNDED TRIPS						
	SFY 2012			SFY 2013		
	Ambulatory Trips	Accessible Trips	Total Trips	Ambulatory Trips	Accessible Trips	Total Trips
Region 1	438	502	940	5,253	1,321	6,574
Region 2	0	0	0	7,235	483	7,718
Region 3	820	0	820	3,512	9	3,521
Region 4	1,250	0	1,250	2,876	210	3,086
Region 5/6	3,597	101	3,698	5,791	76	5,867
Region 7	964	1,136	2,100	951	1,766	2,717
Region 8	0	0	0	5,610	0	5,610
Region 9	632	0	632	2,790	110	2,900
Region 10	0	0	0	59	0	59
Totals	7,701	1,739	9,440	34,077	3,975	38,052

Note: Regions 5 & 6 were not combined in SFY2012, but we combined their data to be consistent with data provided for SFY2013 once they consolidated.

Medicaid Managed Care

The adoption of Medicaid Managed Care in New Hampshire necessitates transportation providers adapt to major changes in the operating environment.

The State Coordinating Council for Community Transportation (SCC) and Regional Coordination Councils (RCCs) have had numerous conversations that explored the possibility and processes to establish mutually beneficial relationships with the transportation brokers for each of the Managed Care Organizations (MCOs) to provide Medicaid supported non-emergency medical transportation (NEMT). The role of the SCC in this transition has been to spearhead statewide and regional discussions of common concerns, such as readiness preparation and common service standards.

The SCC Managed Care Subcommittee met with the three Medicaid Managed Care Transportation Brokers in March 2013. The purpose of the meetings was to attempt to get answers to some broad-based questions that could help direct the SCC on how to approach preparation for the transition to Medicaid Managed Care and the potential for NH's RCCs to engage in the ultimate service delivery.

Over the past year, two of the three Managed Care Transportation Brokers have merged leaving Community Transportation Services (CTS) based in Connecticut and Access2Care (A division of American Medical Response (AMR) based in Colorado as the two remaining. They have reported that they were actively pursuing providers to credential as soon as possible, but to date the uncertainty of both the implementation of managed care and the ability of transportation operators to fully understand the credentialing requirements have left the composition and capacity of the provider networks unclear. Only a few of the transportation operators from among the RCCs have reported signing contracts with either CTS or Access2Care.

There have been mixed reactions from the Managed Care Brokers about the extent to which they might work with the regional networks. One broker did not rule out the possibility of administrative support for RCC's, and it was unclear where the other broker stood on this issue. The Managed Care Brokers do not appear willing to fund administrative fees or overhead to fund the credentialing and training required placing both risk and the burden of costs of compliance on the local transportation operators.

A survey was sent to transportation providers to assess their readiness to meet the training, credential, billing and reporting requirements of working with multiple brokers. The SCC hoped to use this as a means for assessing overall readiness of providers and regions and to encourage regional coordination efforts as a mutually beneficial solution to the challenges of providing services statewide.

Based on these meetings and provider surveys, Managed Care Brokers do not appear ready to invest in supporting the development of coordination at the regional level. This is particularly problematic in the most rural areas of the state where distances are great and transportation resources are sparse.

There is a lack of clarity on what constitutes readiness to become a Medicaid Managed Care transportation sub-contractor. Administrative requirements,

credentialing and training to meet the standards established by each of the brokers differ. Most of the FTA/DOT funded transportation providers may come close to achieving the credentialing standards. However, achieving the credentialing standards may be financially out of reach for many non-profit and private sector providers because of the cost of bringing their equipment, driver training, and staffing levels up to those standards. Additionally, for all the transportation providers, the multiple broker arrangements fragment an already unevenly developed network of services.

Re-Visioning of SCC Structure

The 2006 Nelson-Nygaard (NN) report completed under the oversight of the Governor's Task Force on Community Transportation provided a road map for the institutional and geographic framework recommended for the coordination of community transportation in New Hampshire. The report set forth a general vision for statewide transportation coordination oversight and detailed the type of institutional framework that could be developed to ensure that a State Coordination Council (SCC) for Community Transportation and Regional Coordination Councils (RCCs) for Community Transportation were established with the mission/authority to implement the coordination of community transportation in New Hampshire. The NN report has been the foundation document for the development of the SCC and RCCs, and led to the formation of a legally organized statewide network of stakeholders focused on providing regional transportation services in a coordinated manner. However, the report is predicated on several assumptions that depended on the coordination of transportation resources by both the Department of Transportation (DOT) and the Department of Health and Human Services (HHS), which has not been realized to date. It should be noted that the Department of Transportation has continued to foster the development of coordinated transportation in our state by empowering the RCCs to develop DOT funded programs and allowing each region's stakeholders to have a part in planning and program development.

The lack of seed funding for the development of RCC transportation management infrastructure and the financial operating environment presented by state budget cuts over the last several years are significantly different from the original concept of how coordinated transportation could be uniformly developed throughout the State. During the last year, the SCC membership has had considerable discussion on the current operating environment faced by the SCC and RCCs as it relates to the original NN report and has committed to updating and revising the report as needed. The SCC, over a period of several months in the next year, will consider how the current operating environment faced by transportation providers changes the plan's original strategy, while answering the question of how to continue to move transportation coordination forward in a meaningful way.

Regional Coordinating Councils

The following are brief summary reports from each of the RCCs. More information about the RCCs can be found on the NHDOT website using the following link: <http://www.nh.gov/dot/programs/scc/rcc.htm>

Region 1: Grafton–Coös Counties

The Grafton-Coos RCC met on 5 occasions during the year. The RCC members continued to support the expansion of the volunteer driver program and van services by the Grafton County Senior Citizens Council, Tri-County Community Action Program, and volunteer services provided through Transport Central in the Plymouth area that began in July of 2012.

The 5310 purchase of service programs has allowed the region to successfully expand critical access to services in very rural towns for individuals with disabilities under the age of 60 and for long-distance medical trips that occur frequently in this very rural region.

The RCC is working together with the SCC on the transportation component of Medicaid Managed Care and is awaiting the implementation of this project in FY 2014.

Region 1 Membership
Roberta Berner, <i>Grafton County Senior Citizens Council</i>
Van Chesnut, <i>Advance Transit</i>
Frank Claffey, <i>Citizen, Bethlehem</i>
Gail Clark, <i>Littleton Regional Healthcare</i>
Jeff Gould, <i>North Country Medi-Van</i>
Kit Griggs, <i>United Valley Interfaith Project</i>
Tierrah Hussey, <i>Transport Central</i>
Patsy Kendall, <i>Transport Central</i>
Beverly Raymond, <i>North Country Transit/Tri-County CAP</i>
Peter Riviere, <i>Caleb Interfaith Caregivers</i>
Leah Torrey, <i>United Valley Inter-faith Project</i>
Kristen Welch, <i>Genesis Behavioral Health</i>
Mary Poesse, <i>Staff – North Country Council</i>
Patricia Crocker, <i>Staff – Upper Valley Lake Sunapee RPC</i>

Region 2: Carroll County

The Carroll County RCC held 10 meetings this year, focusing most of its energy on developing proposals for 5310 Purchase of Service and 5310 Formula Funds. The CCRCC also developed a Transportation Provider Directory for Carroll County and distributed it to doctor's offices, hospitals, town offices, libraries, human service organizations, etc. The Mount Washington Valley Economic Council was the lead agency for the 5310 POS funds for the second time and the funding will help the Gibson Center for

Senior Services, Carroll County RSVP, and Carroll County Transit (operated by Tri-County CAP) to continue expanding services to the elderly and disabled in the region.

Region 2 Membership
Jack Rose, <i>Carroll County Transit & Town of Albany (Chair)</i>
George Cleveland, <i>Gibson Center for Senior Services (Vice Chair)</i>
Donna Sargent, <i>Ossipee Concerned Citizens (Secretary/Treasurer)</i>
Beverly Raymond, <i>Tri-County Community Action Program</i>
Benny Jesseman, <i>Carroll County RSVP</i>
Jac Cuddy, <i>Mount Washington Valley Economic Council</i>
Ed Labonville, <i>Citizen Member & TCCAP</i>
Sharon Strangman, <i>Citizen Member</i>
Dorothy Solomon, <i>Citizen Member</i>
Mary Poesse - <i>Staff, North Country Council</i>
David Jeffers – <i>Staff, Lakes Region Planning Commission</i>

Region 3: Mid-State RCC

The Mid-State RCC, which includes Belknap County, Merrimack County (excluding Hooksett), and the towns of Deering and Hillsborough from Hillsborough County, was formally approved by the SCC in September 2010. Since that time significant progress has been made in efforts to improve transportation options in the region. Membership of the RCC continues to grow and currently stands at 22 member organizations, comprised of a broad mix of nonprofit agencies, municipal members, local businesses and transportation and human service organizations.

The Mid-State RCC has achieved a number of significant milestones to date:

- The enhanced volunteer driver program has provided 6,748 rides to over 200 individuals in the region since the start of the program in late 2011. There are currently 48 trained volunteer drivers providing these rides. In 2013, the enhanced volunteer driver program provided on average over 500 rides per month to the region’s most transportation dependent residents.
- The RCC continues to coordinate with existing fixed-route and demand-response systems operating in the region with includes CAT, WTS and the Rural Transportation Services programs (RTS) operating out of six senior centers in the region.
- The Mid-State RCC led the effort to coordinate a Volunteer Driver Provider Network which meets on a regular basis. The VDP Network has accomplished the following:
 - Provides a venue for sharing information and resources about VDP services
 - Members of the network created and agreed to adopt a set of standards for the provision of VDP services in the region.

- Created a Speakers Bureau which provides outreach about transportation options available in the region to a wide variety of audiences.
- The RCC has utilized 5310 Purchase of Service funding to offer enhanced transportation options on the region's Rural Transportation Service.
- Using 5310 Formula Funds, the RCC hired a Regional Transportation Coordinator in the fall of 2013 to lead coordination efforts in the region.
- The RCC is currently in the process of designing a pilot taxi voucher program.
- The Regional Ride Resource Directory is in constant use within the region.

Region 3 Membership
<i>Carol Canton, NH Department of Employment Services</i>
<i>Kim Murdock, Executive Director, Centennial Senior Center</i>
<i>Ruairi O'Mahony, Transportation Planner, Central NH Regional Planning Commission</i>
<i>Steve Henninger, Assistant City Planner, City of Concord</i>
<i>Pam Jolivette, Director, Elder Services CAPBMCI</i>
<i>Bob Lethbridge, Transportation and Maintenance, Community Bridges</i>
<i>Kristen Welch, Public Relations & Communications Manager Genesis Behavioral Health</i>
<i>Kenneth Hazeltine, Director of Transportation, Granite State Independent Living</i>
<i>Karen S Wilson, AVP Community Reinvestment Officer Bank of New Hampshire</i>
<i>Karmen Gifford, Executive Director Lakes Region Chamber of Commerce</i>
<i>Lisa Morris, Executive Director Lakes Region Partnership for Public Health</i>
<i>Dave Jeffers, Senior Planner Lakes Region Planning Commission</i>
<i>Joyce Martin</i>
<i>Nancy Duke, Director of Social Work NH Association For the Blind</i>
<i>Erin O'Connell, Office Manager Riverbend Community Mental Health, Inc.</i>
<i>Meghan Brady, President St. Joseph Community Services, Inc.</i>
<i>Donna M Odde, Program Director, The Friends Program</i>
<i>Dana P Brien, Welfare Admin/Sr. Affairs Officer, Town of Hillsborough</i>

Region 4: Sullivan County

The Sullivan County RCC held five open meetings during the year. The Community Alliance of Human Services Transportation Volunteer Driver program supported by FTA Section 5310 funding for services for seniors over age 60 and individuals with a disability of any age has been extremely successful. Following its second full year of operation it has been dealing with demand outstripping financial resources of the program. A subcommittee met in July of the fiscal year to try to proactively deal with the rising demand and constrained resources. The subcommittee looked at ways to address the problem and produced a report on Trip Triage which is available under the Documents section on the Sullivan County RCC website at <http://www.sullivancountyrcc.org/>

Sullivan County is among those with the highest percentages of population over the age of 60 in the state and individuals with incomes below the poverty level. Members of the council have continued to work with the local faith community, municipal governments, and other non-profit organizations to raise the visibility of transportation needs and on developing strategies for responding to the growing demand for services as the population ages.

Region 4 Membership
Barbara Brill, <i>Community Alliance of Human Services, Newport</i>
Brenda Burns, <i>Sullivan County Nutrition Services, Newport</i>
Brenda Foley, <i>Turning Points Network, Claremont</i>
Leah Torrey, <i>Executive Director, United Valley Interfaith Project</i>
Kitt Griggs, <i>United Valley Interfaith Project, Lebanon</i>
Becky Holland, <i>Southwestern Community Services, Inc.</i>
Aare Ilves, <i>Citizen Member, Charlestown</i>
Open, <i>West Central Behavioral Health</i>
Helena Koss, <i>Pathways of the River Valley, Newport</i>
Doreen Kusselow, <i>NH BEAS, Ex Officio</i>
Pam Joslin, <i>Community Alliance Transportation Services, Newport</i>
Carla Skinder, <i>Connecticut Valley Home Care/Valley Regional Hospital</i>
Patricia Crocker, <i>Staff, Upper Valley Lake Sunapee RPC</i>

Region 5: Monadnock Regional Coordinating Council (combined 5 & 6)

Throughout the past fiscal year, the Monadnock Regional Coordinating Council (MRCC) held six open meetings. In early 2012, the MRCC decided to transition from a monthly meeting schedule to quarterly. Activities of the Council over this time period include:

- The development of a new website, www.monadnockrcc.weebly.com, which displays information on the transportation services available by town in the region;
- The strategic distribution of 300 printed copies of the Monadnock Region Transportation Directory to regional human service organizations, community centers, municipal offices, libraries, hospitals, and other community institutions (printing of these directories was made possible with support from C&S Wholesale Grocers and Cheshire Medical Center);
- A meeting in winter of 2012 to review, discuss and prioritize regional community transportation needs;
- Successful completion of the Fiscal Year 2013 5310 Purchase of Service Grant by the American Red Cross, Home Healthcare Hospice and Community Services, the Contoocook Valley Transportation Company, and Cheshire County; and,
- Successful application of Fiscal Year 2014 5310 Purchase of Service funds and 5310 Formula Funds to continue support for volunteer driver programs and long distance medical transportation in the region.

Cheshire County government continues to serve as lead agency for the 5310 Purchase of Service grant for the MRCC and Contoocook Valley Transportation Company is currently serving as the lead agency for the 5310 Formula Fund grant. Southwest Region Planning Commission (SWRPC) continues to provide staff support and technical assistance to the MRCC. The focus of the MRCC in 2013 has been on examining the feasibility of enhancing regional transportation coordination efforts, including the possibility of transitioning to a coordinated system for community transportation

Region 5 Membership
Kelly Steiner, <i>Monadnock United Way (Chair)</i>
Ellen Avery, <i>Contoocook Valley Transportation Company (Vice Chair)</i>
Karen Fabis, <i>American Red Cross</i>
Gary Welch, <i>American Red Cross</i>
Bob Perry, <i>American Red Cross</i>
Cyndi Desrosiers, <i>Cheshire County</i>
Jack Wozmak, <i>Cheshire County</i>
Scott Jervis, <i>Citizen Representative</i>
Karen Sinclair, <i>Connecticut River Transportation</i>
Michelle Ovitt, <i>Connecticut River Transportation</i>
Ken Geraghty, <i>Contoocook Valley Transportation Company</i>
Linda Diluzio, <i>Diluzio Ambulance</i>
Rob Diluzio, <i>Diluzio Ambulance</i>
Susan Ashworth, <i>Home Healthcare, Hospice and Community Services</i>
Harry Costick, <i>Home Healthcare, Hospice and Community Services</i>
Jack Nailor, <i>MeritCare Transportation</i>
Owen Houghton, <i>Monadnock At Home</i>
Deb Clark, <i>Monadnock Developmental Services</i>
Chris Selmer, <i>Monadnock Family Services</i>
Kathy Baird, <i>Monadnock RSVP</i>
Kathy Harrington, <i>Monadnock United Way</i>
Janis King, <i>Monadnock Worksource</i>
Dianne Ouellette, <i>Southwestern Community Services</i>
Leta Markham, <i>Southern NH Services</i>
Frank Dobisky, <i>Thomas Transportation</i>
Jo Ann Carr, <i>Town of Jaffrey</i>

Region 7: Nashua

The Souhegan Valley Transportation Collaborative (SVTC), a demand response transportation service, is in the third year of 5310 funding. SVTC provides rides to non-emergency health care, social service appointments, and for other essential errands. SVTC continues to provide service to residents of Amherst, Brookline, Hollis and Milford. Service was expanded to Mont Vernon on September 1st. The Nashua Regional Planning Commission

(NRPC) acts as the lead agency for the purposes of managing 5310 funds in Region 7.

The Nashua Region 7 RCC continues monitoring statewide activities through regular attendance at SCC meetings.

Region 7 Membership
Tim Roache, <i>Assistant Executive Director, Nashua RPC (Co-Chair)</i>
Matt Waitkins, <i>Nashua RPC (Co-Chair)</i>
Beth Todgham, <i>Southern NH Services</i>
Janet Langdell, <i>Mobility Manager, Souhegan Valley Rides</i>
Carolyn Mitchell, <i>Souhegan Valley Rides</i>
Dennie Townsend, <i>Souhegan Valley Rides</i>
Marcia Nelson, <i>Souhegan Valley Rides</i>
Meghan Brady, <i>St. Joseph Community Services, Inc.</i>

Region 8: Manchester

The Greater Manchester Region 8 RCC held bi-monthly meetings during this period and continued monitoring statewide activities through regular attendance at SCC meetings. Draft Region 8 service standards for providers and volunteers were also completed by the RCC during this period. The Region 8 RCC provided support for the SCC Statewide Coordination Software Project through designation of the Manchester Transit Authority (MTA) as a project pilot location. HB Software Solutions of Lowell, MA, the consultant for the project, presented the project and led a subsequent discussion during the September 10, 2013 Region 8 RCC meeting.

Southern New Hampshire Planning Commission (SNHPC) is currently acting as Lead Agency on behalf of Region 8 for four projects funded through the FTA Section 5310 Purchase of Service (POS) program administered through NHDOT. The Region 8 RCC passed a motion at their February 12, 2013 meeting authorizing SNHPC to complete a grant application and act as Lead Agency for the projects. A public participation process advertising the availability of FTA 5310 funding and documenting the project selection process was also completed. The Region 8 RCC subsequently completed various tasks including completion of the project selection process, project design and drafting a grant application and budget.

The Region 8 FTA Section 5310 POS grant application was submitted to NHDOT in March and the RCC subsequently assisted NHDOT in the development of contract documents. The projects, approved by Governor and Council in June 2013, include:

- A continuation of The CareGivers, Inc. “Drive to Care” Volunteer Recruitment program
- A continuation of the MTA “Shopper Shuttle” program

- Expansion of the Green Cab Taxi Voucher Program in the greater Manchester area
- Provision of ESNH demand response transportation in the Greater Manchester area including Goffstown

The Region 8 POS projects are scheduled to run through June 30, 2015.

Region 8 Membership
Maureen Nagle, <i>Citizen Member, (Chair)</i>
Donny Guillemette, <i>President/CEO, The CareGivers, Inc.</i>
Fred Roberge, <i>Vice President, Easter Seals New Hampshire</i>
Natalie Avila, <i>President, Green Cab</i>
Carol M. Granfield, <i>Town Administrator, Town of Hooksett</i>
Mark P. Brewer, <i>Director, Manchester Boston Regional Airport</i>
Edward G. George, <i>President/CEO, Manchester Community Health Center</i>
Mike Whitten, <i>General Manager, Manchester Transit Authority</i>
Kendall A. Snow, <i>MSW, ASCW, Vice-President of Community Relations, The Mental Health Center of Greater Manchester</i>
Laura Traficante, <i>Community Support Services Manager, Moore Center Services, Inc.</i>
Meghan Brady, <i>President, St. Joseph Community Services, Inc.</i>
David J. Preece, <i>AICP, Executive Director-Southern New Hampshire Planning Commission</i>
Sally Small, <i>Program Manager, VNA Community Services</i>

Region 9: Derry-Salem

The work of the RCC has been focused in the past year on growing and adjusting several new services supported with FTA Section 5310 Purchase of Service funding from NHDOT. These include a senior shopper shuttle in Derry and Londonderry, a medical shuttle between Hampstead and Londonderry, and a taxi voucher program.

The Derry/Londonderry and Hampstead/Londonderry shuttles have both been developed cooperatively by the Derry-Salem CART transit system (Lead Agency for the region), Easter Seals NH, and the Rockingham Nutrition Meals on Wheels Program (RNMoW), with matching funding provided by RNMoW. The aim is to transition shopping trips away from the CART demand response system and to a lower-cost scheduled shuttle service.

The third service is the Early Bird/Nite Owl Taxi Voucher program, offered by CART in collaboration with Green Cab of Derry. The service is intended to fill gaps outside of regular service hours for CART and other providers in the region. Vouchers provide a 50% discount on cab fares for senior citizens and individuals with disabilities; and may be used Monday-Friday from 5:00-8:00am and 5:00-8:00pm, as well as Saturdays from 8:00am-5:00pm. In the past year the RCC expanded the hours of eligibility to include 5:00am-8:00pm Monday-Friday for eligible riders going to medical appointments or

employment. A goal is to expand the number of cab companies participating in the program to improve geographic access.

Region 9 Membership
Annette Stoller, <i>Greater Derry-Salem CART</i>
Dick O’Shaughnessy, <i>Greater Salem Caregivers</i>
Natalie Avila, <i>Green Cab Company</i>
Deb Bartley, <i>Lamprey Healthcare Senior Transportation</i>
Deb Perou, <i>Rockingham Nutrition/Meal on Wheels</i>
Scott Bogle, <i>Rockingham Planning Commission</i>
Adam Hlansky, <i>Southern NH Planning Commission</i>
George Sioras, <i>Town of Derry, Chair of CART (Chair)</i>
Rick Hartung, <i>Town of Hampstead</i>
Fred Roberge, <i>Vice President, Easter Seals New Hampshire</i>
Jocelyn Gallant, <i>Citizen Member</i>

Region 10: Southeast / Alliance for Community Transportation (ACT)

The Alliance for Community Transportation (ACT) has a long history of collaboration to improve community transportation services in southeast New Hampshire. ACT was named as the RCC for Region 10 in January 2010. The Cooperative Alliance for Seacoast Transportation (COAST), which operates public bus service in the Seacoast area, is the lead agency for the RCC. COAST staff supports ACT and its mission to expand affordable and efficient community transportation in the region.

ACT’s long-range goal has been to establish a collaborative coordination of demand response services using existing community resources rather than establish a “brokered” transportation coordination model. ACT’s support of that long-range goal has included early access to the “coordination software” expected to be distributed throughout the regions by NHDOT, creation of a regional call/coordination center at COAST, and development of service standards for service providers. Additionally, ACT developed a financial model that allows ACT service partners to independently judge the financial advantages of participating in the regional coordination project.

The “purchase of service” funding from NHDOT has been viewed by ACT as an opportunity not only to meet the mission of expanded transportation services, but also as a stepping-stone to ACT’s long-range goal to establish contractual relationships with service partners and build operational trust that will grow into a robust system of collaborative demand response service coordination. Implementation is expected in 2014.

ACT’s first “The Community Rides” project, the North Bus service, continues as a unique project in that service is provided by volunteer drivers operating a COAST minibus to provide access to services in Rochester from six rural towns. Open to the public, but with priority for the disabled and elderly, this service operates in the communities of New Durham, Farmington, Brookfield,

Wakefield, Middleton and Milton at least one day per week. Additional service modifications were made in late 2013.

ACT efforts to support development of volunteer driver programs (VDPs) continued in 2013. Ready Rides, a new VDP serving Northwood, Nottingham, Barrington, & Strafford, began offering rides that were booked through COAST's newly-expanded "call/coordination center".

ACT's website, launched in 2012, provides an online searchable directory of transportation services in the southeast NH region in addition to information and data regarding ACT's efforts, at www.southeastNHrides.org. The website was updated in 2013 to improve the interface with and the functionality of the searchable database. An abbreviated paper version of the transportation resources from the website directory is updated and distributed to human service agencies and the general public as needed.

Region 10 Membership
Scott Bogle, Chair, Rockingham Planning Commission
Linda Howard, Vice-Chair, The Homemakers Health Services
Susan Geier, Secretary, Community Action Partnership of Strafford county
Jennifer Flannery, Community Partners
Sharon Reynolds, Citizen Member
Community Action Partnership of Strafford County
Community Partners
Cooperative Alliance for Seacoast Transportation (COAST)
Easter Seals of NH
Goodwin Community Health
Granite State Independent Living
Great Bay Services
Health and Safety Council of Strafford County
The Homemakers Health Services
Lamprey Health Care
Mark Wentworth Home
NH Association for the Blind
Ready Rides
Rockingham Nutrition and Meals on Wheels
Rockingham Planning Commission
Strafford Regional Planning Commission
Transportation Assistance for Seacoast Citizens (TASC)
Town of New Durham
Town of Wakefield
NHDOT Bureau of Rail and Transit (ex officio)
NH Dept. of Health & Human Services (ex. officio)

CHALLENGES

In 2012, the Government Accountability Office (GAO) reported that 80 federal programs in eight different agencies fund a variety of transportation services for transportation-disadvantaged populations, which include older Americans. Within the Department of Transportation (DOT), the Federal Transit Administration (FTA) is a key source of federal transportation funding for older Americans. However, while some federal funding programs are transportation focused, transportation was not the primary mission for the vast majority of the 80 programs GAO identified in 2012. In fact, total federal spending on transportation services for the transportation-disadvantaged remains unknown because federal departments did not separately track spending for roughly two-thirds of the programs that were identified¹⁰.

Some of the various agencies require or encourage their grantees to coordinate transportation services. However, GAO previously identified continuing challenges such as insufficient leadership at the federal level, limited financial resources and growing unmet needs at the state and local level. For example, in 2012 the GAO reported that insufficient leadership and guidance about how to coordinate transportation for the transportation-disadvantaged and how to navigate various federal program requirements might hinder the coordination of transportation services among state and local providers. Selected state officials also said that the federal government could provide state and local entities with improved guidance on how to share costs across programs. State and local officials also expressed concern about their ability to adequately address expected growth in elderly, disabled, low-income, and rural populations¹¹. This clearly has implications for New Hampshire, as it is anticipated that the state will have one-half million residents above the age of 65 by the year 2030.

¹⁰ Government Accountability Office Highlights of GAO-14-154T, November 2013
<http://www.gao.gov/products/GAO-14-154T>

¹¹ Ibid.

The GAO report recommended that the Coordinating Council on Access and Mobility¹² complete and publish a strategic plan that would outline agency roles and responsibilities and articulate a strategy to help strengthen interagency collaboration and communication.

State Agency Participation in the SCC Process

Key to the strength of the SCC is the full participation by the Departments of Education, Transportation and Health and Human Services. The three agencies currently have representatives serving on the SCC.

The integration of a variety of human service transportation services is among the components necessary to develop a more coordinated transportation system that achieves greater efficiency and economy. The largest of these transportation programs is the provision of service for the beneficiaries of the Medicaid program. To date, the NH DHHS has not developed a strategy for leveraging its human service transportation resources in a coordinated system.

NHDOT has provided FTA Section 5310 funds for the Purchase of Service for transportation of the elderly and individuals with a disability as well as 5310 Formula Funding to help support mobility management efforts at the local level.

If the State Coordinating Council is to achieve its goal of a coordinated, efficient system of transportation, a significant increase in the level of commitment and partnership will be necessary among all the departments and programs that fund transportation in the delivery of their services.

Consolidated Vision for Community Transportation

The efforts of the SCC and the RCCs have done much to increase awareness of the benefits of community transportation. The SCC believes the Governor and Legislature should commit to supporting a coordinated community transportation system throughout the state. The Granite State Mobility campaign and Transportation Solutions New Hampshire, a coalition dedicated to educating the public about the need for a multi-modal approach to transportation challenges in the state, have taken initial steps to further increase awareness and a common public understanding of community transportation.

Predictable Funding Streams for RCCs and Regional Transportation

Infrastructure

Raising funds to support community transportation is a high priority for the SCC, but difficult economic conditions present a challenge to finding such funding. A first step in developing predictable funding sources for the RCCs and RTCs was taken with the NH DOT's Section 5310 Purchase of Service initiative. NH DOT transfers \$800,000 per year, of Federal Surface Transportation funding, to support FTA 5310 Purchase of Service contracts. Additionally, in the new Federal highway legislation (MAP 21), Section 5310 (Capital Grants for transportation services for Seniors and Individuals with Disabilities) and Section 5317 (New

¹² <http://www.unitedweride.gov/>

Freedoms: Services Beyond the ADA) programs are combined into a new program called *Enhanced Mobility of Seniors and Individuals with Disabilities* (new Section 5310) with increased funding. NH DOT has also made a portion of this funding available, through a formula apportionment, to each RCC. The distribution of these FTA Section 5310 formula funds is the same population-based methodology used by NH DOT for the distribution of Section 5310 Purchase of Service funds. The remaining FTA Section 5310 formula funds are made available, through a statewide solicitation conducted by NH DOT, for eligible capital projects, including buses. All capital applications require the endorsement of the RCC in which the vehicle or capital will be primarily used; thereby further encouraging RCC involvement, participation and coordinated transportation services.

However, additional financial support for a Regional Transportation Coordination Fund would begin to address the goal of a cost-effective, efficient community transportation system, and could allow the state to access all the Federal funds available to New Hampshire. As it is currently structured, the SCC has no ability to accept grants or charitable contributions to fund its administration or to support the advancement of its mission.

Capacity and Staffing

The SCC is engaged in a high level of activity covering a myriad of topics related to transportation coordination. The consultant contract that provided staff support (and was funded by the NH Department of Transportation) expired in early 2012. Staff support is now provided by regional planning commission staff, supported to some extent by UPWP contracts.

The addition of permanent staff support would greatly improve the effectiveness and efficiency of the Council. The Governor and Legislature need to provide adequate funding for staff support.

Policy and Regulatory Barriers to Coordination

A continuing challenge in coordination is overcoming barriers at the federal, state, and local levels. The SCC and Regional Councils have made progress on several barriers. In the regions, providers of human and transportation services and other stakeholders have greatly increased levels of trust and reduced the tendency to guard agency “turf.” Agencies are more aware of the benefits of coordination and willing to participate in regional work. The SCC’s insurance work group developed model standards and guidance for participating agencies working with both regulators and the industry.

Federal law provides protection for volunteers, but excludes volunteering that involves driving a motor vehicle of any type. The current state law offers volunteers some protection against arbitrary policy changes by insurers solely because they are volunteer drivers. HB 0767 was passed by the New Hampshire House, and signed by Governor John Lynch. The law provides some assurance that volunteer drivers will not be refused issue of a policy of automobile insurance, as defined in RSA 417-A, to an applicant solely because the applicant is

a volunteer driver. An insurer may not impose a surcharge or otherwise increase the rate for a policy of automobile insurance solely on the basis that the named insured, a member of the insured's household, or a person who customarily operates the insured's vehicle is a volunteer driver. This does not protect the volunteer from rate increases and it does not prohibit an insurer from refusing to renew, imposing a surcharge, or otherwise raising the rate for a policy of automobile insurance based upon factors other than the volunteer status of the insured driver, nor provide any other protection for volunteer liability.

Program and reporting differences between the various DHHS administered programs that fund or pay for transportation services, as well as daily Medicaid eligibility determinations and some payment delays continue to present a challenging operating environment to community providers.

DHHS Integration of Transportation into Medicaid Managed Care

The adoption of Medicaid Managed Care in New Hampshire, as noted earlier in this report, necessitates transportation providers adapt to major changes in the operating environment.

MMC Brokers do not appear ready to invest in supporting the development of coordination at the regional level. This is particularly problematic in the most rural areas of the state where distances are great and transportation resources are sparse.

There is a lack of clarity on what constitutes readiness to become a Medicaid Managed Care transportation sub-contractor. Administrative requirements, credentialing and training to meet the standards established by each of the brokers differ. Most of the FTA/DOT funded transportation providers may come close to achieving the credentialing standards. However, achieving the credentialing standards may be financially out of reach for many non-profit and private sector providers because of the cost of bringing their equipment, driver training, and staffing levels up to those standards. Additionally, for all the transportation providers, the multiple broker arrangements fragment an already unevenly developed network of services.

MMC is scheduled to begin in December, 2013. The SCC will monitor for effectiveness in leveraging additional funds.

RECOMMENDATIONS

Statutory Direction

The Governor and Legislature can assist the SCC in reaching its goals by supporting and approving legislation that directs State departments and agencies to utilize the coordinated community transportation system and its regional coordinators.

The Council anticipates that coordinated transportation services have the potential to respond to financial constraints with cost-effective solutions and more efficient use of existing resources through a coordinated system.

The SCC recommends development of a plan to have community transportation services become providers of Medicaid non-emergency medical transportation working within the new system.

Predictable Funding Source

As in 2009 through 2012, the State Coordinating Council for Community Transportation recommends the Legislature and the Governor provide a reliable base funding source for community transportation. These funds can serve in full or in part as the match to receive federal transportation funding and to realize service efficiencies. Affordable community transportation is an essential infrastructure investment necessary to support healthy communities, economic vitality, and mobility for all Granite State citizens that is worthy of financial support.

Encourage Volunteerism

Human service transportation providers that depend on volunteer drivers should work to maintain funding resources and programs that reimburse drivers for their mileage expenses, as well as consider incentives to boost volunteerism, including volunteer recognition by state and local organizations. Working with the RCCs, the SCC could provide leadership in the enhancement of volunteer driver liability protection.

APPENDIX A. MEMBERSHIP

Statutory Members (5)

Nicholas Toumpas, Commissioner of Health & Human Services
Mary Ann Cooney, Designee,
Christopher D. Clement, Sr., Commissioner of Transportation
Patrick Herlihy, Designee
Virginia Barry, Commissioner of Education
Bill Finn, Designee, Treasurer
Charles Saia, Executive Director, Governor's Commission on Disability
Van Chesnut, Chair of the NH Transit Association

Commissioners' Appointees (2)

Kerrie Diers, Representing Regional Planning Commissions, Appointed by
Commissioner of Transportation, Vice Chair
Open Position, Representing Charitable Organizations, Appointed by the
Commissioner of Health and Human Services

Governor and Council Appointees (8)

Representing Transportation Providers:

Rad Nichols, Representing Urban Transit Systems
Beverly Raymond, Representing CAP Agencies

Representing Statewide Organizations:

Roberta Berner, Aging Services Network
Kelly A. Clark, AARP New Hampshire
Sönke Dornblut, UNH Institute on Disability
Fred Roberge, Easter Seals NH - Special Transit Services, Chair
Clyde Terry, Granite State Independent Living
Phyllis Brooks, Designee, Secretary

APPENDIX B. WORK GROUPS

State Coordinating Council for Community Transportation Work Group Membership List and Work Group Mission Statement

STATEWIDE DATA PROJECT WORK GROUP

The purpose of this work group is to define the functionality that the SCC needs from mobility management software including statewide data definitions, integration, and management.

Patrick Herlihy, Chair pherlihy@dot.state.nh.us 603-271-2449
Patricia Crocker - pcrocker@uvlsrpc.org 603-448-1680
Fred Roberge, froberge@eastersealsnh.org 603-606-3111
Dianne Smith, dsmith@coastbus.org 603-743-5777
Dane Prescott, dprescott@dot.state.nh.us 603-271-7559
Shelley Winters, swinters@dot.state.nh.us 603-271-2468
Dr. Himanshu Bhatnager, hb@hbssonline.com, 978-580-9065
Mital Parikh, mital@hbssonline.com, 978-580-9065
Bev Raymond, braymond@tccap.org 603-752-1741
Mike Whitten, mwhitten@mtabus.org 603-623-8801 x 100
Rad Nichols, rnichols@coastbus.org, 603-743-5777 x 100
Pam Joslin,

RCC SUPPORT WORK GROUP

The purpose of this work group is to encourage networking and communications between RCCs and to develop topics and agendas for quarterly meetings with RCCs. This work group is also responsible for activities related to the development of Regional Transportation Coordinators (RTC's).

Bill Finn, Chair Bill.Finn@doe.nh.gov, 603-271-3814
Barbara Brill, bbrill@communityalliance.net, 603-863-7708
Bev Raymond, braymond@tccap.org 603-752-1741
Scott Bogle, sbogle@rpc-nh.org, 603-778-0885 x 103
Shelley Winters, swinters@dot.state.nh.us 603-271-2468
Matt Waitkins, mattw@nashuarpc.org, 603-424-2240

MANAGED CARE WORK GROUP

The purpose of this work group is to monitor the managed care landscape and respond to changes that impact coordinated transportation.

Sönke Dornblut – Chair, sonke.dornblut@unh.edu, 603-862-4320
Michael Olender molender@aarp.org, 603-621-1001
Roberta Berner, rberner@gcsc.org, 603-448-4897
Rad Nichols, rnichols@coastbus.org, 603-743-5777 x 100
Mike Whitten, mwhitten@mtabus.org 603-623-8801 x 100
Patrick Herlihy, pherlihy@dot.state.nh.us 603-271-2449
Fred Roberge, froberge@eastersealsnh.org 603-606-3111

COMMUNICATIONS/OUTREACH WORK GROUP

This work group will develop consistent and concise messaging for SCC members to use in promoting the work of the SCC. These messages will also be available to the RCCs for use in communicating the value of coordination to statewide agencies/organizations, local agencies/organizations, and the general public in their regions. This work group is also responsible for working with the executive committee to create the SCC annual report to the legislature.

Rebecca Harris - acting Chair, rlharris@cutc-nh.org, 877-428-2882

Matt Waitkins, mattw@nashuarpc.org, 603-424-2240 x 18

Mike Whitten, mwhitten@mtabus.org 603-623-8801 x 100

Dianne Smith, dsmith@coastbus.org 603-743-5777 x 112

SCC Nomination and Governance Work Group

This work group nominates slate of officers for SCC leadership team.

Bill Finn, Chair Bill.Finn@doe.nh.gov, 603-271-3814

Patricia Crocker - pcrocker@uwlsrc.org 603-448-1680

APPENDIX C. COORDINATION FAST FACTS:

WHAT DOES COORDINATION LOOK LIKE IN NEW HAMPSHIRE?

The State Coordinating Council for Community Transportation (SCC) is leading a coordination effort in New Hampshire to reduce duplication, increase the availability of transportation services, and make scarce resources go further as the need for transportation increases with an aging and growing population. New Hampshire has a two-level strategy: a state-level coordinating council (the SCC) and ten regional coordinating councils (RCCs). The SCC is responsible for developing policy changes, funding, and other strategies that foster coordination, while RCCs are responsible for implementing coordinated transportation programs, advising community transportation service providers, and providing feedback to the SCC.

Ten RCCs have been approved by the SCC. Regions 5 and 6 have been combined. Many of the RCCs have already designated organizations to lead the coordination efforts in their region or developed a vision statement that identifies who that lead agency will be.

WHAT ARE THE BENEFITS?

The coordination of community transportation is an important and proven way to improve mobility and access in a cost-effective manner. Successful programs could generate combined economic impacts of about \$700 million per year to human service and transit agencies nation-wide (TCRP Report 91). Significant economic benefits include:

1. Increased productivity
2. Improved cost efficiency
3. Reduced redundancy
4. Ability to leverage new funding

Removing barriers to coordination will improve efficiency by allowing agencies to share trips. This would help to 1) make services available to more people and 2) expand services to new areas and destinations, new service days and hours, and/or new trip purposes. Enhancing mobility and quality of life for people also provides economic benefits to their communities; plus, reducing total vehicle trips enhances air quality and makes other positive environmental contributions.

WHY NOW?

Supporting regional, coordinated community transportation networks that serve all citizens is the primary focus of the SCC. Thousands of hours have been spent to date moving towards a coordinated system and expanding mobility options on the local, regional, and statewide levels.

In 20 years, New Hampshire will have 130% more residents aged 65 and older than it does today (NH Office of Energy and Planning). Many residents of all ages are disabled and/or have limited incomes. As our population ages and becomes less mobile, the number of people dependent upon community transportation services is increasing. In addition, many people with disabilities and limited incomes are unable to access employment if they live in areas not served by transit. Older adults who do not drive are significantly less likely to be active in their communities and take:

- 15% fewer trips to the doctor

- 59% fewer trips for shopping or other activities
- 65% fewer trips for social activities

Community transportation expands opportunities and transportation choices

The mobility created by community transportation provides important opportunities for people from all walks of life:

- Community transportation provides access to job opportunities for millions of Americans as well as a transportation option to access groceries, go to school, visit friends, or go to a doctor's office.
- 83% of older Americans say that public transit provides easy access to the things they need in everyday life.
- Public transportation is a vital link for the more than 51 million Americans with disabilities.

The coordination of community transportation results in cost savings

- Portland's TriMet reports saving nearly \$2 million through efficiencies in coordinated service.
- SMART in Southeastern Michigan saved \$2.7 million in its community programs.
- RTD in Denver reports \$700,000 in savings in its vanpool programs and \$1.5 million in taxi user-side subsidies.

Community transportation benefits families and businesses

- Each year, an individual can achieve an average annual savings of more than \$9,000 by taking public and community transportation instead of driving and by living with one less car.
- For every \$1 invested in public and community transportation, \$4 is generated in economic returns.

Community transportation is the responsible transportation choice

- Greenhouse gases from transportation represent 28 percent of total US emissions.
- Community transportation offers an alternative for individuals seeking to reduce their energy use and carbon footprints.

Adapted from APTA's Telling Our Story Toolkit and APTA's Mobility Management Resources

For more information, visit www.nh.gov/dot/programs/scc/

APPENDIX D. NEW HAMPSHIRE TRANSIT ASSOCIATION 2013 ANNUAL MEETING NOTES

Notes from NHTA Annual Meeting 13 June 2013, Holiday Inn, Concord

Introductory remarks (Van Chesnut)

- The three groups want to capitalize on their unique strengths and learn how to develop a common agenda.
- This meeting was an opportunity to build shared understanding and get broad input.

Group presentations

- New Hampshire Transit Association (Van Chesnut)
 - Formed in 1985
 - Purpose
 - To provide a medium for exchange of experiences, discussion and comparative study of transportation issues
 - To aid members in dealing with special issues and legislation pertaining to public and social service transportation
 - To encourage cooperation among its members and the General Public
 - To collect, compile, and make available to members and others data and information relative to public and social service transportation.
 - Members include public transit agencies, human services agencies, and vendors.
 - NH DOT and NH HHS have been regular guests and participants.
 - Frequent meeting topics include legislative and regulatory issues as well as training and technical assistance needs.
 - Related topics include grants administration and compliance.
 - NHTA members were key to formation of the SCC
 - Focus for FY 2014
 - Work with NHDOT and RLS under the new RTAP contract to address a variety of training and technical assistance needs
 - Improve the effectiveness and organization of the Legislative Committee
 - Focus on capital planning
 - Federal Transportation reauthorization, capital and operating funding
 - Increase collaboration with nonmember organizations
 - Increase NHTA membership

- State Coordinating Council for Community Transportation (Fred Roberge)
 - Statewide organization established by RSA 239, July 1, 2007
 - Purpose
 - Develop, implement, and provide guidance for the coordination of shared ride transportation options within New Hampshire so that all users, specifically including senior citizens and persons with disabilities, 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
 - 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
 - Assist regional coordination councils regarding their designations for regional transportation coordinators in order to ensure that the coordinators chosen will be able to meet any federal or state requirements associated with major funding streams
 - Membership
 - The commissioner of the department of health and human services, or designee
 - The commissioner of transportation, or designee
 - The commissioner of the department of education, or designee
 - The executive director of the governor's commission on disability, or designee
 - The chair of the New Hampshire Transit Association, or designee
 - A representative of a regional planning commission, appointed by the commissioner of transportation
 - A representative of a philanthropic organization, such as the Endowment For Health or the United Way, appointed by the commissioner of the department of health and human services
 - Eight representatives from transportation providers, the business community, and statewide organizations, such as Granite State Independent Living, AARP, Easter Seals, and the UNH Institute on Disability, appointed by the governor and council
 - Mission and history
 - Structure of Regional coordination councils developed over the last several years and working – some more successfully than others – with a proposed structure for selection of a central coordinator in each region as a result of extensive planning
 - Designed to act as a central place for Transportation evaluation and development within communities for all stakeholders to meet purchase

and provide transportation and have a voice in transit development. A major strength of the system is the potential for inclusive planning process for elderly and people with disabilities

- SCC was envisioned as a central contracting point for State agencies to enhance their buying power and develop one call coordination centers for a statewide system of interconnected transportation services
- The SCC/RCC system was formed for the central purpose of coordination of both services and resources including the integration of both public and private resources
- DOT continues to support and develop the SCC system with new funding streams and empowerment of Regional councils for decision making for funding and planning
- Make recommendations to the governor and legislature regarding what is needed to develop a coordinated statewide transportation structure in the state
- The SCC system has enhanced and expanded relationships with existing planning entities who have played a major role in the ongoing development of the SCC
- Current External forces affecting the Organization
 - A state budget in crisis
 - Continued cut backs on the State level to support Transportation development and existing infrastructure
 - Lack of seed money proposed in original SCC deployment plan to implement and demonstrate effectiveness of proposed structure/ causing several regions to question the current design of the SCC system which has initiated conversation by the council for reconsideration of most effective structure to carry on the mission of coordination and transportation development within the landscape we face
- Successes
 - The creation of a transportation structure that has the right people sitting around the table with rich diversity
 - The creation of regional councils with a shared vision and working by laws
 - State wide and regional forums for transportation issues
 - The capacity to share best practices and develop relationships
 - Statutory authority
 - Ability to mobilize diverse groups supporting transportation
 - The development of structure for funding sources to implement new services such as our DOT converting typical highway funds into section 5310 purchase of service funding supporting the development of several new transportation programs focused on serving the elderly and people with disabilities

- Challenges
 - The lack of committed infrastructure funding to sustain transit services and to develop new services
 - A change in the focus of our HHS department, moving toward managed care services rather than coordinate funding with our DOT
 - Lack of political leadership to leverage existing transportation resources while developing new structure
 - A lack of understanding that community transportation should be an essential part of community infrastructure within the political system and not seen as welfare programs
 - The continuation of funding silo's that do not lend themselves to coordinated services and promote the continuation of segregated services
 - NH faces the same challenges that the entire nation does while attempting to implement United we ride concepts that have been in place but not fully executed by the governing agencies that control funding. We must focus on developing policy that utilizes all money targeted for transportation in a coordinated fashion and this must be a theme that is driven on a National, State and local level. The development of transportation is stymied by not living up to the executive order of United we ride.
- Transport New Hampshire (Sönke Dornblut)
 - Organizational history & mission
 - Transportation Solutions New Hampshire, now Transport NH, was conceived by Kelly Clark and Sönke Dornblut as a result of their work as initial co-chairs of the SCC. The work done by the SCC, especially the barriers experienced in moving policy and regulatory changes forward, led to the understanding that a groundswell of public support for true transportation systems change was needed. Funding, a major barrier, was not to be generated without such support. The idea was supported by the Endowment for Health with a grant to the UNH Institute on Disability, which provided two years of funding to begin the process of forming TSNH. Initial work included a survey of representatives across NH social and economic sectors.
 - Current external forces affecting the organization
 - Broad societal changes
 - energy
 - climate change
 - general distrust in government as a valid and effective actor
 - decreasing government revenues and budgets
 - Target audience
 - general population

- business community
 - local, regional, state legislators and policy makers
- Strategy for making change
 - Organizing power
 - networking, marketing and outreach
 - policy advocacy
- Implementation plan funded in 2012 by Endowment for Health and NH Charitable Foundation
- Rebecca Harris hired as director in October 2012
- Steering Committee
 - Van Chesnut, Advance Transit
 - Kelly Clark, AARP New Hampshire
 - Sönke Dornblut, Institute on Disability, University of New Hampshire
 - Tom Irwin, Conservation Law Foundation
 - Shawn LaFrance, Foundation for Healthy Communities
 - David Preece, Southern New Hampshire Planning Commission
- Advocated for gas tax in legislature this session
- Invited stakeholders whose work is affected by transportation to six regional listening sessions this spring to hear about their priorities and concerns
- Received additional funding for rigorous theory of change process to clearly define what we are trying to achieve, how we will achieve it, and why it has a good chance to succeed
- Will invite network of stakeholders to participate in creating theory of change and executing the resulting plan of action

Commonalities among the three groups (from audience)

- All volunteer, except for one part-time TNH staff member
- Financial constraints
- Concerned with access to transportation
- Statewide focus
- Broad collection and sharing of data is important
- Pools of talented transportation professionals, sharing what they know

Differences between the groups (from audience)

- TNH has staff
- SCC gives annual report to legislature
- NHTA is a trade association, SCC is a government oversight body, TNH is an advocacy group
- TNH is concerned with other modes in addition to transit
- SCC has state agencies as members
- SCC and NHTA concerned with providing transportation
- TNH looks at other issues such as land use policy, health implications, economic vitality

Identify challenges (from audience)

- Capacity to coordinate action
- Limitations for SCC around advocacy
- Inconsistent data collection
- Crossing funding lines can create conflicts
- Identification and communication of roles
- Not enough input from constituencies
 - How do you increase involvement?
 - What does collaboration look like?
- How can you stay focused and committed?
- SCC must stay inside its mandate
- Burn-out (many have been at this for years, decades even)
- Overlap vs conflict between goals
- Getting a solid commitment of time from network members

Ideas and opportunities for working together (from audience)

- Groups can provide schedule of meetings and attend each others' meetings to listen and learn
- Define the common interest in the network
- Need to see progress; start with baby steps
- Develop short-term goals
 - Early success
 - Bind group
 - Build trust
 - Pick one issue that's simple and isn't fractious
 - Use momentum from early success to achieve next goal
- Shared goals
 - Improved access
 - Aging in place
 - Awareness of benefits to general public, not just low-income groups
- Eliminate redundant meetings; only cover unique topics
- At each network meeting, keep track of what is working and what is not
- We need to reach those not engaged in this issue and not just preach to the choir
- What is our shared vision?
 - What needs to change to reach it?
 - How do we best work together to reach it?
- Each network member would benefit from shared data
- We should take advantage of the SCC as a public forum
- Build ties with the business community
 - TNH reaching out
 - Other groups already connected
- Advocacy
 - Leverage opportunities
 - Build a common legislative agenda

- Increase focus on the Federal side
 - Build relationships with Congressional delegation
- Collect and utilize organizational data
- Educate the public about the benefits of transportation
- Develop common messaging
- Good vision already clearly laid out in the NH DOT Long Range Transportation Plan (LRTP)
 - [See <http://www.nh.gov/dot/org/projectdevelopment/planning/lrtbp.htm> for the LRTP and the Community Advisory Committee report to which it is a response]
- Engage the business community
- Use the SCC as a government forum on transportation

Networks (Racheal Stuart)

- Three types
 - Cooperating (lowest risk/lowest commitment)
 - Coordinating (moderate risk/moderate commitment)
 - Collaborating (highest risk/highest commitment)
- Different network types serve different purposes
- *See attached network typology document*

Panel presentations

- Granite State Future, Kerrie Diers
 - Create comprehensive regional plans with the aid of citizen input at regional listening sessions
 - Challenges
 - Communication
 - Surprising magnitude of opposition
 - Overcoming challenges
 - Central organizational committee
 - Central website stores documents
 - One point person
 - Partnership agreements
 - Roles & responsibilities
 - Expectations
- LGBT Community collaboration, Tyler Deaton
 - Coordinated advocacy for LGBT rights
 - Challenges
 - 25-30 national, statewide & local organizations to coordinate
 - Hard to agree on common, defined set of goals
 - Coordination
 - Overcoming challenges
 - Agreed-upon joint issues are only worked on jointly using a common plan

- Build trust and commitment
 - Jointly create binding MOU
 - Procedures
 - Rules
 - Governance
 - Financial plan, including fundraising
- NH Comprehensive Cancer Collaboration, Shawn LaFrance
 - Reduce the burden of cancer in NH
 - 10 years old
 - Not an independent nonprofit: have FHC as fiscal sponsor
 - One part-time administrator plus volunteers
 - 200 stakeholders in the initial planning process
 - Challenges
 - Large number of stakeholders
 - How do you decide on priorities?
 - Overcoming challenges
 - Stakeholder meeting to answer “do we want to work together?”
 - Planning process to develop 5 year plan
 - Operating guidelines
 - Decision making process
 - Clear roles & responsibilities
- Pari-mutuel organizations, Curtis Barry
 - Collaboration between organizations to pursue legislative agenda
 - Challenges
 - Organizations vary in size
 - Organizations have different agendas
 - Party animosity
 - They have a history of working on their own
 - Overcoming challenges
 - Divide responsibilities
 - Don’t let the perfect be the enemy of the good
 - There must be unity in action
 - Share information retrospectively
 - Share views and opinions about future direction
- Lessons learned at Endowment for Health, Mary Vallier Kaplan
 - The role of philanthropy is to facilitate common action when appropriate.
 - EH has spent millions of dollars on transportation.
 - It costs money to do collaboration well, but not a lot of funders will pay for that.
 - Funders have also discovered that collaboration isn’t the right tool for everything.
 - Collaboration is hard in NH: Live Free or Die.
 - Write everything down so that when leadership changes you still have written agreements.

- The agreement can change over time, but you have to do it intentionally.
- The person you pay to keep things going is not necessarily the same as the figure at the head of the room.
- The people who create the plan might not be the same as the people who implement the plan, due to burnout or different skill requirements.
- Learn from your mistakes.
- Manage and clarify your expectations.
- Consider if you have the right people on hand. You might need to start a new coalition.
- Identify each group's self interest and where it overlaps with others.
- Determine the kind of network you need to be.
- How do you sustain paid staff? Staffing is important but it can't be a financial burden.
- Don't let staff leave and take away all the knowledge. Build a knowledge base and share the task of knowing.
- Be aware of the dynamic between common ground and self interest.
- Are network members willing to sacrifice self interest for the common goal?
- If things aren't working, look for an intervening step. Worst case: walk away.
- Networks are made of relationships. Life happens. Be flexible and open to change.
- Write down these things, keep them in sight, and use them constantly:
 - Simple core statement of purpose
 - Roles
 - Responsibilities
- Spend time making process and governance clear.
- What can each group bring to an issue? "I've always turned to you for..."
- At the end of every meeting, ask
 - What worked today?
 - What didn't?

Final thoughts

- Clarity is vital.
- Spend time up front doing the hard work of process
- Collaboration is a learning experience. Learn how to work together on one issue, then take on new issues as you grow.
- Develop short-term goals for early success and to build trust.
- Be aware of burnout.
- Get firm time commitments.
- Manage conflicting interests.
- Use a skilled facilitator to get things started and to identify and overcome barriers to collaboration and to build trust.
- All three groups present
 - Look at issues to get behind
 - Develop a common agenda and plan of action
 - Use TNH as the glue (backbone organization).

- Transport NH is forming a network to create a common agenda, and an action plan with measurable results. Today’s meeting is an important first step.

Network Typology and Five Conditions for Collective Impact

Network Types and Characteristics

	Network Type	Characteristics
<p>Low Risk & Commitment</p>  <p>High Risk & Commitment</p>	Cooperating	Hold convenings and discussion sessions to build awareness
		Build field and gather momentum
		Model and share best practices
		Share information and work together to document issues
		Test ideas and learn from each other
		Create opportunities for building personal and professional relationships
	Coordinating	Pursue joint priorities (services, funding, policy, etc.)
		Negotiate commitments with other network members (resources, time, etc.)
		Negotiate established organizational boundaries – create greater interdependence
		Strengthen individual and institutional relationships
	Collaborating	Joint pursuit of long-term systems change
		Create membership of all necessary players for system change
		Require institutional representatives bring authority to speak on behalf of their home organization
		Suspend assumptions about how the system works and develop new approaches
		Agree upon strategies and actions to create and maintain the new system
	Agree on robust methods for conflict resolution	
	Advocate for fundamental resource re-allocation	
	Agree on how often to revise and shift the operating framework	
	Redefine how network members play their respective roles in the larger system	

Adapted from Networks that Work, Paul Vandeventer and Myrna Mandell, Ph.D., Second Edition, 2011

The Five Conditions of Collective Impact
(Conditions for Effective Collaborating Networks)

Common Agenda	All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.
Shared Measurement	Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.
Mutually Reinforcing Activities	Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.
Continuous Communication	Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.
Backbone Support	Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating