



State Coordinating Council for Community Transportation (SCC)

Strategy Session

November 3, 2011

Summary Report Submitted By:

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BACKGROUND

In preparation for the Strategy Session, a set of questions regarding the future role of the SCC were developed by the SCC leadership team. The team posed these questions to Commissioner Toumpas of the Department of Health and Human Services (DHHS), Commissioner Clement of the Department of Transportation (NH DOT), as well as former SCC Chairs. These questions were also used to develop and circulate a survey to all Regional Coordinating Council (RCC) Chairs and SCC members.

Professional facilitator and strategic planning consultant, Elissa Margolin, was retained by the UNH Institute on Disability. Elissa met with the SCC Leadership Team to establish meeting objectives, desired outcomes and finalize the following Strategy Session agenda:



SCC Strategy Session Agenda November 3, 2011

Desired Outcomes:

- Define the value added by the SCC in the current economic and political context.
- Identify the work of the SCC and the desired outcomes in the next year.
- Determine member commitment to the work of the SCC.

12:15	Item 1:	Begin Strategy Session <ul style="list-style-type: none">• Introductions• Agenda Review• Ground Rules
12:30	Item 2:	Role of the SCC <ul style="list-style-type: none">• What are the existing SCC assets?• What role does the SCC fulfill in regard to the RCCs?• What are the opportunities and barriers in the current economic and political context?• What can we do with the existing assets given the current economic and political context?• What is the relevant role of the SCC today and over the next three years?
1:45	Item 3:	Vision and SCC Mission <ul style="list-style-type: none">• Given the discussion, is the 2006 plan achievable?• Do new opportunities warrant new strategies?• What modifications need to be made given the current economic and political context?• What are the implications of the modifications?• Does the defined role warrant a continued investment of time as a statutory council?
2:45	Item 4:	Actions Steps – What Outcomes Can Be Achieved? <ul style="list-style-type: none">• Next Three Months• Next Six Months• Next Twelve Months
3:45	Item 5:	Member Commitment to the SCC
4:00	Item 6:	Check-Out <ul style="list-style-type: none">• One closing thought per participant
4:30	Item 7:	Adjourn

Strategy Session Participants

The following SCC members and RCC representatives participated in the November 3, 2011 Strategy Session:

SCC Members -

Fred Roberge –Easter Seals, NH. – Special Transit Service, Chair

Van Chesnut – Advance Transit - Rural

Sönke Dornblut – UNH Institute on Disability

Kelly Clark – AARP New Hampshire

Roberta Berner – NCAS & GCSCC

Kerrie Diers – Nashua RPC

Rad Nichols - COAST

Beverly Raymond – Tri-County CAP

Christine Schonn – DHMC

John Richards – GCD

Patrick Herlihy, for Nick Toumpas – Department of Health & Human Services

Kit Morgan – NH DOT

Ken Hazeltine - for Clyde Terry – Granite State Independent Living, Secretary

Bill Finn – NH Department of Education

RCC Representatives:

Patricia Crocker – UVLSRPC

Mickey McIver – CTS Carroll County

Rebecca Harris – CVTC

Ginny Schneider – BM-CAP

Pam Jolivette – BM-CAP

Dianne Smith – COAST

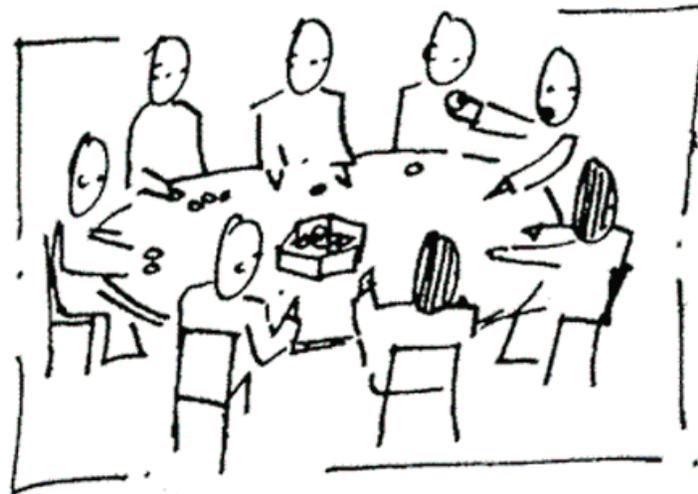
Matt Waitkins – NRPC

Matt Caron – SNHPC

Mike Whitten - MTA

Maureen Nagle – Region 8 RCC

Scott Bogle – Rockingham Planning Commission



STATE COORDINATING COUNCIL

MISSION STATEMENT

To foster regional and local coordination of community transportation services that directly or indirectly improve access and mobility for all New Hampshire residents, especially those in need of essential services and activities.



Meeting Summary

Defining the Role of the SCC

Current Assets of the SCC:

- Structure
- Involvement from key State Agencies
- Relationships
- Expertise
- Passion
- Commitment
- Hopefulness
- 10 Regional Councils
- Statewide geographic coverage
- Legitimacy – Statutory Authority
- Consistent participation
- Believe in organization
- Shared Vision and Mission
- Communication Network
- Forum for Transportation
- Ability to Mobilize
- Coalition Building
- Ability to leverage policies and procedures
- Capacity to share best practices
- Range of perspectives and broad representation at the table
- Rich diversity of people that participate
- Community participation: At local level, businesses and others participate.

Current Role of the SCC in relationship to the RCCs

- Forum for the exchange of information
- Established the framework, mission, goals and objectives of the RCCs
- RCCs look to the SCC for leadership
- Recommendation of best practices
- Approval of RCCs
- Research/data and advisory capacity
- Statutory authority & legitimacy for the RCCs

- Provided consultant technical services to the RCCs
- Acts as a conduit for the services needed to help organize the RCCs

History of Success

- Initiated RCCs in each Region
- Organizations are taking the lead in some regions
- Some resources are flowing through a structured system

Current Economic and Political Context

Perceived Barriers:

- Lack of new money
- Lack of political leadership to put existing resources into the structure
- Coordinated transportation and access to services not a priority of current legislative leadership
- Lack of understanding of community transportation as essential infrastructure
- A number of unknowns including: final structure of Medicaid Managed Care; Commissioners up for reappointment; New Governor
- Poor public perception of public transportation
- Poor perception of public transportation among political leaders
- Slow reimbursement from programs
- Dwindling internal capacity including time availability of SCC leaders, RCC leaders and community volunteers

Potential Opportunities:

- Setting service standards
- Working with managed care organizations
- Identifying new sources of funding
- Considering legislative mandates
- Convening a forum for community transportation
- Conduit for best practices
- Call center coordination
- Convener of Community Transportation Forum
- Political ally/advocacy
- Technical assistance

- Offer legitimacy & importance to coordinated transportation
- Monthly bulletin
- Education materials
- Leveraging federal resources
- Improving messaging regarding community transportation
- Engaging the community in messaging
- Promote the community value of community transportation
- Promote community transportation as creating economic opportunities and enhancing the NH economy.
- Expanding involvement in the SCC in general mobility and accessibility issues.
- Creating a common vision around transportation
- Servicing the growing senior population

Mission Statement Review

Although the group acknowledged that the economic and political context has greatly shifted since the launch of the SCC, they also acknowledged that the mission statement is still relevant and adequate at this time.

New Strategies

Participants were asked to consider the feasibility of potential new strategies, connecting them to the current economic and political context. After some discussion, a consensus developed around two new priorities:

- 1) Role of Convener
 - Best practices
 - Technical assistance
 - Improved coordination
 - Mobilization
 - Network

- 2) Enhancing messaging and communications regarding community transportation
 - Communications materials: Website, PowerPoint
 - Social media
 - Press
 - Newsletters
 - "Moving People" messaging

Feasibility Analysis

- 1) Role of the Convener – Group discussion indicated that this strategy was highly feasible. There was concern about further taxing volunteer leadership. However, there may be opportunities to organize through an effective subcommittee structure. Less frequent and quarterly meetings were also suggested.

The subsequent discussion on identifying specific activities to support the RCCs underscored the support and feasibility of this strategy, with specific requests for:

- the dissemination of best practices
- inter-RCC network and communications
- work sessions regarding the new software, operating standards and trends towards securing local resources

- 2) Communications – Although there was strong consensus about the need to enhance messaging and communications regarding transportation, the group discussion focused on barrier of the lack of resources available to hire the necessary communications expertise to develop and implement a statewide communications plan.

The subsequent discussion on identifying specific activities to support the RCCs also pointed to a specific request for the promotion of a coordinated community transportation vision.



Recommendations

The breadth of participation, the depth of expertise and the consensus around new priority strategies suggest that the SCC remains relevant. Initiating activities to support these new strategies could benefit from:

Organizational Structure Enhancements – Given the challenging economic environment, optimizing the organizational structure of the SCC will support effective and efficient implementation of activities. Organizational enhancements include:

- Development of subcommittees, task forces and/or work groups. Subcommittees function well with a clear statement of purpose, a detailed work plan and timeline, with leadership through chairs or co-chairs and operate within a structured system of accountability to the full committee.
- Revision of an organizational chart that includes updated roles and responsibilities of the SCC and the RCCs.

Research Shared Services Models – An emerging trend among nonprofit organizations seeking to enhance capacity with fewer resources. Tapping into existing communications support contracts or collaborating with communications staff from member organizations should be investigated.

Work plan Development – The SCC and any subcommittees and task forces should consider developing a master work plan with specific activities, responsible parties and timeframes. A process should be developed to include progress reporting.

Evaluate Effectiveness – Quantitative and qualitative measures of effectiveness should be developed and included in work plans. A process for evaluation should be identified and implemented.

Stakeholder Input – If new strategies are implemented, another meeting with Strategy Session participants should be considered to evaluate progress.

Following Draft Work Plan Matrix Developed by Leadership Team for membership consideration:

Strategy - Role of Convener

Highly feasible strategy that can be most effective through a subcommittee structure

Task	Responsible Party	Assistance/Resources needed	Timeframes	Outcomes
Organize Topics and agendas for Quarterly meetings with RCC members	New RCC Coordination Subcommittee (RCC members)	Coordinate with Ken Hazeltine and Pat Crocker to send out agendas	Quarterly	4 meetings by end of 2012
Encourage inter-RCC network and communications	RCC Coordination Subcommittee	Yahoo groups listserv	monthly	increased RCC communications

Strategy - SCC Organizational Structure

Given the challenging economic environment, optimizing the organizational structure of the SCC will support effective and efficient implementation of activities. Organizational structure of the SCC will support effective and efficient implementation of activities.

Task	Responsible Party	Assistance/Resources needed	Timeframes	Outcomes
Follow up from Strategic Plan:	Executive Committee			
- Meetings with DOT and DHHS Commissioners		make appointments	January	Outreach / education
- Presentation to meeting of Agency Commissioners		make appointments	March	Outreach / education
Development of subcommittees, task forces and/or work groups with a clear statement of purpose, detailed workplan and timeline, leadership through chairs or co-chairs and accountability to the full committee	Executive Committee			

Develop Work Plan	SCC	develop short and longer term action plan	Dec / January	

Strategy - Communications

Messaging and communications is a high need but a work plan is needed to address further action on this issue.

Task	Responsible Party	Assistance/Resources needed	Timeframes	Outcomes
Determine work plan for communications (short, medium, long term actions)	New Communications Subcommittee			

Parking Lot for future actions

- SCC Business Plan
- IT /Software
- RTC criteria
- Shared Service Models - research