



# Statewide Mobility Management: Factors Affecting the Creation and Success of Networks

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**Urban  
Transportation  
Center**

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**About the National Center for Mobility Management (NCMM)**

The National Center for Mobility Management is a national technical assistance center funded through a cooperative agreement with the Federal Transit Administration, and operated through a consortium of three national organizations—the American Public Transportation Association, the Community Transportation Association of America, and Easterseals Inc. The mission of the Center is to promote customer-centered mobility strategies that advance good health, economic vitality, self-sufficiency, and community.

**About the Urban Transportation Center (UTC)**

The Urban Transportation Center (UTC) is a research unit dedicated to innovative transportation research and education that provides technical assistance on urban transportation planning, policy, operations, finance and management. Part of the College of Urban Planning & Public Affairs at the University of Illinois at Chicago (UIC), the UTC is a nationally-recognized innovator in research, education and engagement that benefits transportation networks in cities and metropolitan areas across America.



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## INTRODUCTION

In many ways, statewide mobility management networks are at the forefront of the next generation of the delivery of transportation services. Although often thought of in the context of improving accessibility for people with disabilities, seniors, veterans, and other transit-dependent or underserved populations, these networks are increasingly contributing to statewide initiatives designed to generate better transportation for all riders. Crucial to the success of these networks are the mobility management coordinators and other persons – at departments of transportation, non-profits, and other organizations – dedicated to the delivery of transportation services.

This report builds on the findings presented in the [Mobility Management: State of the States Report](#), a study also conducted by NCMC and these authors. The first report provides a narrative overview that offers additional insights into the environment in which statewide mobility management networks and the coordinators who manage them operate. Taken together, these two reports provide a thorough examination of mobility management networks at the statewide level.

Although there is no single blueprint for implementing a successful network – and definitions of “success” vary widely – the research and analysis demonstrate that there exist a growing body of best or promising practices around mobility management that can greatly benefit existing and nascent networks. One of the key takeaways from the study is the need for more frequent communication and more efficient ways of sharing of information among statewide coordinators. This report concludes by offering a few suggestions to that end.

## PROJECT OVERVIEW

This report presents the findings of phase two of a research project that examines statewide mobility management programs and the individuals who lead them. Phase one of the project combined publicly available information with data collected via an online survey sent to 49 transportation professionals, each representing a different state. Twenty-one surveys were completed, 14 of which indicated the presence of a state mobility management network: Arizona, Colorado, Connecticut, Iowa, Maine, Massachusetts, Michigan, Nebraska, Nevada, New Hampshire, North Carolina, Ohio, Rhode Island, and Wisconsin.

For phase two, the research team reached out to respondents from each of those 14 states with the goal of conducting a one-hour phone interview to further explore the opportunities and challenges for the networks, with additional information gathered on the career paths and professional development of state mobility management coordinators. Of the 14 online survey respondents who indicated the presence of a network, 10 completed the phone interview, one had moved on to a different job and could no longer speak to that state's network, and three did not respond to email requests to schedule an interview.

### Literature Review

There are many barriers currently facing the transportation sector, in terms of both assets and administration of services. Despite increased access to technology and the rise of tools such as Mobility as a Service (MaaS), people with disabilities, the elderly, rural residents, and other disadvantaged riders still experience significant barriers to accessing efficient and affordable transportation options, particularly public transit. In urban areas, transportation options proliferate but are still poorly integrated among modes, resulting in service gaps for all riders (Metropolitan Planning Council, 2019; Universal Mobility, 2019). Mobility management is a means of addressing these challenges.

### **Mobility Management can:**

- Help remove barriers to the use of public transit for disadvantaged riders
- Improve integration and “fill the gaps” for modes of transportation in urban areas
- Advocate for policies designed to improve transportation services for all riders

Mobility management is designed to respond to the individual needs of each rider, regardless of where they live or how they choose to get around (Burkhardt & McLary, n.d., pg. 1). Mobility management also recognizes that riders often use multiple types of transportation throughout their travels (Ellis, 2009, pgs. 3, 5). Accordingly, the practice of mobility management aims to create a seamless, multi-modal experience for all riders. Mobility management networks are designed to improve overall mobility for any given trip, regardless of the rider characteristics, mode, or geography.

Mobility management networks are often virtual networks. There may be no physical markers of their presence, and they are heavily dependent on the willingness of disparate participants and agencies to partner and collaborate for the greater good in both informal and formal ways. They are complex entities that rely on varying and sometimes intermittent funding in order to carry out their functions. Although mobility management programs and services vary widely in how they operate depending on geographic location, service area, and funding sources, there are certain aspects that are consistently exhibited by mobility management networks that successfully fulfill their mission. Schlossberg, adapting concepts presented by Mattessich & Monsey’s in their 1992 book *Collaboration: What Makes It Work*, argues for a three-tiered approach to transportation coordination for disadvantaged populations; **Figure 1** draws upon that work and adapts that approach to illustrate the factors that facilitate coordination in statewide mobility management networks. These characteristics of networks were confirmed in phase one of this research.

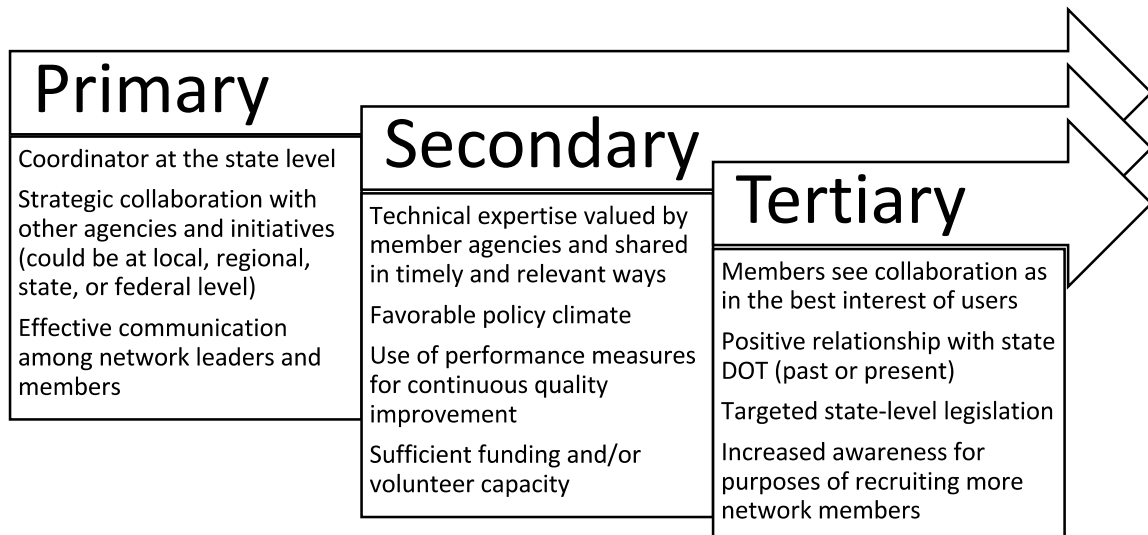


Figure 1. Factors that Facilitate Coordination in Statewide Mobility Management Networks

## Definitions

Two key terms require explicit definition for the purposes of the research. **Mobility management** is an approach to designing and delivering transportation services that starts and ends with the customer. It begins with a community vision in which the entire mobility network—public transit, private operators, cycling and walking, volunteer drivers, and others—works together with customers, planners, and stakeholders to deliver the mobility options that best meet the community's needs. A **Mobility Management Network** is comprised of the agencies, organizations, and/or participants who lead efforts to improve integration and coordination across mobility options; make public and private transit more attractive and easier to use, especially for people with disabilities; identify innovative solutions; as well as reduce and re-distribute travel demand to help unlock the capacity of transport systems.

## THE NEED FOR FURTHER RESEARCH

The first phase of the mobility management research looked at the state of the states with the help of an online survey of state-level mobility managers (Sriraj et. Al, 2019). This initial exploration of statewide mobility management networks provided a deeper understanding of the composition of such networks and a peek into the functional elements of these networks.

The survey presented an opportunity to study and understand the structure of such networks in states across the U.S. At the same time, there were very intriguing and deeper contextual details that were missing in the survey responses that prompted the research team to engage statewide mobility managers in a conversation to help shed light on the challenges, barriers, and the status of the practice countrywide.

The following issues were identified in the phase I survey as challenges and barriers:

1. Coordinating among stakeholders at various geographic levels in a state, with special consideration paid to the different needs of rural versus urban riders;
2. Securing adequate funding and ensuring that funders perceive that their dollars are well spent;
3. Conveying the value of the network by measuring outcomes; and,
4. Onboarding and training of mobility management professionals.

The sheer nature of these challenges meant that an electronic survey was not sufficient to understand the systemic issues faced by these networks and their managers at the ground level. Hence, the research team developed a semi-structured questionnaire and recruited participants for a phone interview from among the survey respondents.

## METHODOLOGY

### Participants

Participants in this research included 14 respondents from each of the states that had indicated the presence of a statewide mobility management network in the online survey. Of those 14 individuals, 10 completed the phone interview, one had moved on to a different job and could no longer speak to that state's network, and three did not respond to email requests to schedule an interview. Participants were recruited via emails sent by the Urban Transportation Center at UIC, with follow-up correspondence from Easter Seals/NCMM. All participants in this study were volunteers.

The states represented in the group of 10 that ultimately completed the phone interviews were Colorado, Connecticut, Iowa, Massachusetts, Michigan, Nebraska, North Carolina, Ohio, Rhode Island, and Wisconsin. These states and the individuals interviewed demonstrate the diversity of the field of mobility management. Four of the networks were housed within a state DOT, three are run by nonprofit organizations (one of which is an association of transit agencies), two are run by non-DOT transit agencies, and one is housed within a state human services agency.

Interview respondents hailed from a variety of professional fields, academic backgrounds, and previous experiences, including engineering, public health, human services, marketing, urban planning, workforce development, and nonprofit management. Six of the respondents had previous experience in public transportation specifically or in transportation more broadly. While many respondents indicated that they considered other transportation officials to be their primary peer group, some indicated that relationships from previous positions in the nonprofit sector or other state agencies – particularly the field of human services – continued to be a source of valuable peer and mentor relationships.

## Materials

All participants had previously signed an informed consent form, which contained information about the purpose of the study, who was conducting it, and how the data collected would be used. At the beginning of every phone interview, respondents were asked to verbally affirm that consent. Additional materials included a phone interview script (see Appendix A) and the “Informed Consent” language required by the Institutional Review Board (IRB) at UIC.

## Design and Procedure

The research team identified the potential interviewees via the online survey. Because the only identifying information in the survey was the state, the team cross-checked contact information for each of the 14 states against a spreadsheet that included the contact names, email addresses, and phone numbers for 49 of the 50 states. This data is not sensitive because many agencies post their contact information on publicly accessible websites. This spreadsheet is stored in a shared folder on the University-provided Box.com service. Box.com encrypts data in transit and in storage and the folder is shared only among the named researchers.

A second spreadsheet was created to track outreach to potential interviewees that included name, contact information, date of email outreach, and scheduled times for the phone interviews. This spreadsheet is maintained separately from survey responses and interview notes, although researchers with access to both sets of data are able to associate data with the respondent’s personal information.

Researchers then contacted via email the staff member identified as the best candidate for the phone interview. A link to a web-based scheduler with interview slots and an attached spreadsheet with available interview slots were included in that email. In one instance the individual who filled out the survey referred the research team to a different individual in that state’s mobility management function, owing to that individual having left their position.

Each interview was recorded, and digital files of these recordings are stored in Box.com. Each recording was then securely transcribed by Rev.com. Word documents of each interview are

stored in Box.com and were also uploaded to a password protected Dedoose.com account for further analysis via a Grounded Theory coding approach, as themes were identified inductively based upon interview subjects' responses. In most instances, interviewees were asked to provide additional documentation about their positions and/or their network, including but not limited to job descriptions, training materials, and performance measures. Those supporting documents were sent via email to the UIC research team and are stored in Box.com.

Because of the use of human subjects, this research was submitted to the Institutional Review Board (IRB) for "Exempt Review," defined as follows: "When it is determined that the involvement of human subjects is in one of the six exempt categories listed in the Regulations [45 CFR 46.101(b)], it is exempt. The exempt categories include certain educational practices and tests, innocuous surveys of adults, study of existing data, public service programs and food evaluations. Any research study involving human subjects thought to be exempt must be submitted to the Office for the Protection of Research Subjects (OPRS) for an exemption determination. Exemption review is performed by senior OPRS staff and designated IRB members." The research team submitted a Claim of Exemption and Research Protocol, as well as informed consent language, as part of the IRB application. The research team's request for an exempt review was granted by IRB. The specific exemption category under 45 CFR 46.101(b) (2) which corresponds to research involving the use of educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures or observation of public behavior, unless:

- (a) information obtained is recorded in such a manner that subjects can be identified, directly or through identifiers linked to the subjects AND
- (b) any disclosure of the human subjects' responses outside the research could reasonably place the subjects at risk of criminal or civil liability or be damaging to the subjects' financial standing, employability or reputation.



## FINDINGS

Mobility managers, transportation professionals, human services providers, and others participate in mobility management networks to discuss best practices, share ideas, and work collaboratively. Our interviews focused on the career paths and professional development of mobility managers, the formation and activities of these networks, and the identification of opportunities for training and broader connections among networks.

### Geographic Distribution of Responses

In the initial survey, 14 respondents indicated they lead or participate in a statewide mobility management network. These states are colored dark or light purple on the map of FTA regions in **Figure 2**. The research team completed phone interviews with 10 of these respondents, shown in dark purple. FTA regions 1, 5, and 7, which cover Northeast and Midwest states, had multiple participants in the phone interview. Regions 2, 3, 6 and 10 had no participants in both the initial survey and the follow-up phone interviews. Region 9 was represented in the survey, but the research team was not able to conduct a phone interview with a state in this region. Overall, there were more responses from states east of the Mississippi River and east of the Rocky Mountains, while fewer western states responded.

Additional information on the structure of each phone interview respondents' network are presented in **Table 1**.

State	Year Founded	FTA Region	% Urban / Rural	Lead Agency Type
Colorado	2015	8	82.6 / 13.8	Transit Association
Connecticut	2008	1	88.0 / 12.0	State DOT
Iowa	2010	7	64.0 / 36.0	State DOT
Massachusetts	2011	1	92.0 / 8.0	Human Services Agency
Michigan	2009	5	74.6 / 25.4	Non-profit
Nebraska		7	73.1 / 26.9	State DOT
North Carolina	2015	4	66.1 / 33.9	Transit Agency
Ohio		5	77.9 / 22.1	State DOT
Rhode Island	2017	1	90.7 / 9.3	Transit Agency
Wisconsin	2009	5	70.2 / 29.8	Non-profit

*Table 1. Network characteristics by state*

*Figure 2. Statewide mobility management networks by response type and FTA region.*

### Network Leadership

A plurality of the mobility management networks studied were led by a state’s department of transportation. Others were led by non-profit organizations, transit agencies, state departments of health and human services (or similar), and transit associations. The number of networks led by each type of agency is shown in **Table 2**.

Lead Agency and Network Origin		Created through			
		Legislation	State Agency Initiative	Non-government	Total
Led by	Non-profit	0	1	1	2 (20%)
	State DOT	2	2	0	4 (40%)
	State Human Services Dept.	0	1	0	1 (10%)
	Transit Agency	1	1	0	2 (20%)
	Transit Association	0	1	0	1 (10%)
	<b>Total</b>	3 (30%)	6 (60%)	1 (10%)	10 (100%)

Table 2. Lead agency and network origin

These types of lead agencies are representative of eligible recipients of funds from the Enhanced Mobility of Seniors & Individuals with Disabilities program established by the Fixing America’s Surface Transportation (FAST) Act (49 U.S.C. § 5310). This program was specifically identified as a funding source for mobility management in seven of the 10 networks we studied. These funds are generally applied to supporting programming carried out by the network, including what the FTA deems “nontraditional” usage in the case of travel training. On occasion the funds may be applied directly to personnel costs, as in the case of Ohio, where 80% of the Mobility Management Coordinator’s salary is covered by 5310 funds.

*Figure 3. Funding sources*

Of the three networks not using 5310 funds, one is still using funds from the repealed New Freedom program, a predecessor to Section 5310; one uses exclusively National Rural Transit Assistance Program (RTAP) funds; and one network was initially funded by the state department of transportation and now charges a membership fee to mobility managers. **Figure 3** shows funding sources used by the networks studied. Many networks identified multiple funding sources.

The majority of networks we studied (60%) were created through the initiative of a state government department or agency. In three states, legislation required the creation of networks by law for coordination of transportation services or specifically for mobility management. For example, Section 324A of the Iowa Code requires publicly-funded transit providers (except schools) to “coordinate and consolidate funding and resulting service.” The

Iowa Department of Transportation then established a statewide transportation coordination advisory council to implement this law. The origins of the networks studied are also shown in **Table 2** on page 15.

### Career Path

Interview respondents revealed a lack of guidance for mobility managers and network leaders on how and where to learn about mobility management practices. While there are many resources available online, there is no “curriculum” for mobility management that is accessible nationwide<sup>1</sup>. However, one of the states, Wisconsin, does have a defined training curriculum and optional certification program for mobility managers. Of the 10 network leaders interviewed, five currently hold or have previously held jobs with the title “mobility manager” or with similar responsibilities to a mobility manager. Five others had no background in mobility management. Current official job titles of phone interview participants include: Mobility Manager (2), Statewide Mobility Coordinator (2), CEO, Mobility Coordinator, Principal Planner, Program Manager, Project Manager, and Transit Liaison Manager.

Common career fields of mobility management leaders include urban planning and transportation planning, public transportation, human services, healthcare, and experience in the non-profit sector. The job field history of phone interview participants is detailed in **Table 3**.

Previous Job Fields	# of Mobility Managers with background
Public Transportation	6
Urban Planning	3
Human Services	3
Public Health	2
Marketing	2
Public Administration	1

*Table 3. Respondent job history*

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<sup>1</sup> For online courses on mobility management, see the National Center for Mobility Management’s training opportunities, available at <https://nationalcenterformobilitymanagement.org/training/> and the National Transit Institute course listings, available at <https://www.ntionline.com/courses/>.

Leaders of mobility management networks widely reported using online and in-person training on mobility management topics. The topics of these trainings varied, but most (8 out of 10) participants mentioned using resources from the National Center for Mobility Management (NCMM) and many also mentioned training sessions offered by the Community Transportation Association of America (CTAA) and the National Transit Institute (NTI). **Table 4** lists all of the training sources mentioned by phone interview participants.

<b>Training Offered by</b>	<b># of States Utilizing this Training</b>
NCMM/Easterseals	8
Community Transportation Association of America (CTAA)	5
National Transit Institute (NTI)	5
Federal Transit Administration (FTA)	1
Nebraska Transportation Center, Univ. of Nebraska-Lincoln	1
North Carolina Public Transit Association	1
American Public Transit Association (APTA)	1
National Rural Transit Assistance Program (RTAP)	1
National Aging and Disability Transportation Center (NADTC)	1

*Table 4. Training resources*

**Network Typology and Activities**

To better categorize how these networks operate, we evaluated each of the responses in terms of membership and participation. Open membership networks target a wide audience of transportation professionals, human services providers, and sometimes end-users of transportation services. Closed membership networks’ target audiences are comprised of well-defined groups of members, but do not necessarily exclude others. Intermittent participation means that attendance in meetings, phone calls, and other events is generally sporadic, with some individuals participating only once or irregularly. Repeating participation means that the same participants are regularly present for most activities.

Some network leaders self-identified their networks as “informal,” having less defined membership. These informal networks tend to have open membership and intermittent participation. Networks with closed membership and repeating participation could be called more formal. The membership and participation of formal and informal networks are shown visually in **Figure 4**.

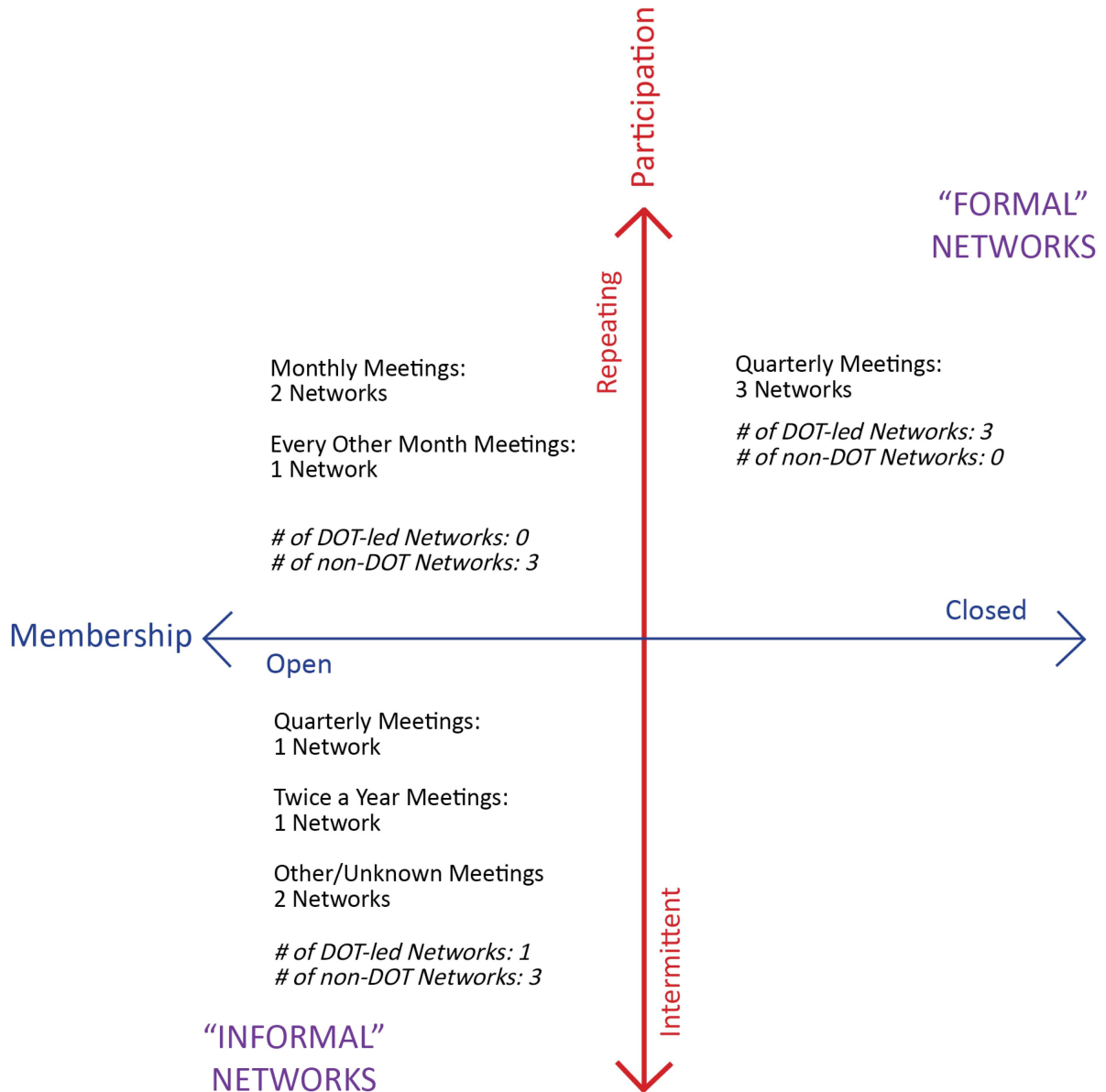


Figure 4. Network Typologies

Of the networks studied, 3 have closed membership and repeating participation (“formal” network) and all of these networks are led by the state Department of Transportation. None of the participating non-DOT networks used the “formal” style. Four networks have open membership and intermittent participation (“informal” network). Three networks do not fit the formal/informal definitions and have open membership but repeating participation. **Table 6** compares the typologies of networks led by the state DOT with those led by other types of agencies.

## CONCLUSIONS

Statewide mobility management networks are highly dependent on the individual participants in each network. This is both advantageous and a weakness in the system. On the positive side, the coordinators and others interviewed as part of this research bring with them a wealth of training, career experience, and professional relationships that make them uniquely suited to succeed in their roles. The downside is that many networks are overly reliant on a single staff member to carry out the entire state's vision for mobility management.

Lack of comprehensive documentation, strategic planning, performance measurements, and/or succession planning are threats to most existing statewide networks. Coordinators at times feel isolated from broader transportation planning efforts, as well as from their peers in other states. While conferences and online resources fill in some of the gaps, nearly every respondent expressed the desire for increased opportunities for their network to be able to learn from and interact with other networks. There currently exists no consistent way to do this; consequently, coordinators and others have built and continue to expand their own ad hoc opportunities to learn and share.

There is good reason, however, to anticipate that statewide mobility management networks are poised for greater success because of the individuals that comprise them and the growing acknowledgement of the crucial role these networks play in improving transportation for *all* riders. As the interviews demonstrate, coordinators and other mobility management professionals are deeply committed to their work and seek new and creative resources to fulfill their agency's or organization's mission. These individuals are often highly visible in their communities as the "public face" of mobility innovation at the state level, and they view the field of mobility management as a growing one.



## SUMMARY

The research suggests three areas of focus for the future growth and success of statewide mobility management networks:

- **Increased professionalization of the field** via mechanisms such as a nationwide certification program; ongoing educational opportunities; and a formal membership organization that provides regular, structured opportunities to share best practices and seek advice from peer groups. Every interviewee commented on some aspect of his or her circuitous career paths or the impromptu nature of their work. Several of them referred to the state of Wisconsin's certification program as one they would like to either enroll in or emulate in their own state. Massachusetts holds an annual conference that draws in attendees from several states in the Northeast, and multiple states provided examples of training materials that are currently in use (albeit often in a less-than-systematic way), indicating that the field can build upon existing models to improve in this area.

The takeaway from these findings is that there is a dire need for formal training or certification opportunities along with events such as conferences or symposia that allow for networking between mobility managers at the state level.

- **Increased resources for appropriate, timely messaging and external communication on the role of mobility management to diverse audiences.** Multiple coordinators expressed frustration at the fact that many riders, community leaders, policymakers, and existing or potential partner agencies and organizations simply did not have a clear understanding of how mobility management could work to their benefit.

Efforts centered on marketing and communication could generate new and different funding streams for the networks, according to the mobility managers. This also leads another important aspect: that of funding.

- **Increased, dedicated funding** for facilitating various aspects of mobility management is crucial, especially for supporting the role of a mobility manager at the statewide level. The various state networks that were part of the interviews reflected the fact that the mobility managers were invariably wearing multiple hats and did not focus exclusively on mobility management. The lack of funding also affects the program development within the state and presents a resource challenge when it comes to education, training, and coordination of and among the mobility managers.

This study has shed light on the workings of mobility management networks and also on the factors needed to strengthen the role of mobility managers. While the issue of funding, or lack thereof, not just for mobility management but for all transportation services, has been discussed at length in the transportation literature, some of the underlying themes brought out by this study are to be looked at more carefully.

The issues of onboarding mobility managers with a structured curricula and training was one of the more resonant themes across the various interviews. The aspect of messaging and program targeting are also equally important as reflected in the interviews. While the interviews did not shed light directly on this issue, it is still relevant to this discussion since many of the mobility managers that participated in the study alluded to it. This is in reference to the silo-ed nature of funding sources that in many cases are restrictive. It is recommended to provide a basic understanding of funding streams and programs (both at the federal and state level) to mobility managers and the multitude of stakeholders that work in this space. Such information could help facilitate better coordination amongst the various transportation service providers (both conventional transit providers and human service transportation providers) and mobility management experts at the state level.

The National Center for Mobility Management, along with academic partners, can pursue this in the next few years to place statewide mobility management networks on firmer ground.

## Building the Ideal Network

Today's statewide mobility management networks are growing along multiple dimensions:

- collaboration among state DOTs, private transportation providers, human service organizations, and community partners continues to improve
- state level agencies such as state departments of health, whose primary mission is not transportation, are participating in discussions about mobility management
- awareness of the topic increases as mobility management coordinators engage in more public outreach through their employers as well as community partners
- interest in mobility management as a career path is attracting talent from across sectors

These network's strength, however, is also their weakness: mobility management at the statewide level is highly dependent upon the individual coordinators, their institutional knowledge, their ability to build and foster external relationships, and their interactions – formal but more often informal – with fellow coordinators. Although online training and some in-person professional development opportunities exist, the networks have yet to standardize training and knowledge required for the field. To a person, every mobility management coordinator states that they desire more formal training and opportunities to share best practices and learn from their peers. As a result, end users are not yet looking toward mobility management networks as a go-to source for the transportation information they need on the options and resources available.

The good news for now is that none of the networks assessed in this research stated any plans to scale back their work or downsize their staffing in this area. As long as coordination continues to increase among statewide mobility management coordinators in ways both formal and informal, the field shows tremendous potential for achieving its stated goal of improved transportation services for all riders. The recently announced strategic plan associated with the Federal

**Mission:** The CCAM issues policy recommendations and implements activities that improve the availability, accessibility, and efficiency of transportation for the following targeted populations: older adults, people with disabilities, and individuals of low income.

(Coordinating Council on Access and Mobility, 2020)

Coordinating Council on Access and Mobility (CCAM) can be an impetus for states to continue to strengthen mobility management networks and the professionals who do this work. One major hindrance to advancing the growth of existing networks is insufficient funding, which directly affects the ability of mobility management professionals to log and evaluate the outcome data necessary to build the ideal network, particularly as it relates to disadvantaged riders. Most states have the equivalent of one full-time employee or less devoted to mobility management; the field as a whole is sorely lacking in institutional support at the DOT level. This is one major reason why this report is stressing the importance of educating the mobility managers and other stakeholders about the varied funding streams available for transportation. This information and knowledge can pave the way for keeping the coordination efforts honest and sustainable over a longer period of time. However, with the advance of CCAM efforts at the Federal and state levels, this can be an opportunity to educate and inform those outside of transportation fields. CCAM may also be a financial support for human services transportation. The Federal [CCAM program directory](#) identifies over 130 agencies that can fiscally support transportation either directly or as a match program to FTA programs.

The ideal mobility management network, accordingly, combines the existing strengths of collaboration, increased public awareness, and the ability to attract talent with a comprehensive certification or other training program that standardizes mobility management at the statewide level across every state that has a network. In this way, mobility management networks can retain their coordinators, continue to build up a repository of institutional knowledge, and systematically capture the processes and procedures so that states without these networks can have a template for creating their own mobility management programs.

## APPENDIX A – TELEPHONE INTERVIEW SCRIPT

University of Illinois at Chicago – Urban Transportation Center

Project Title: Mobility Management Networks: State of the States

<b>State:</b>	<b>Interviewer:</b>
<b>Interviewee:</b>	
<b>Interviewee Title:</b>	<b>Date:</b>
<b>Interviewee Organization:</b>	
<b>Network:</b>	

Hello [Name],

You recently responded to a survey from the National Center for Mobility Management, administered by researchers at the University of Illinois at Chicago. We are now asking that you answer additional questions over the phone.

You understand that your participation in this study is entirely voluntary and that you can withdraw from the study at any time without penalty. This interview should take approximately one hour or less. Your name and any record of your personal participation will be kept confidential. You understand that the interview may be recorded for the purposes of transcription and that the recording will eventually be destroyed after the transcription and aggregation process.

You understand that your participation in this study will not pose any physical risks to you personally and that you can skip any questions you are not comfortable answering.

You understand that you will not directly benefit from participating in the study, but that the study may be of benefit to governments, organizations, and individuals interested in applying mobility management principles to their services or advocacy.

**Do you agree to participate in this interview? (yes/no)**

The purpose of this research is to collect additional information about the organizational structure, day-to-day operations, best practices, and challenges inherent to mobility management networks and the individuals who take part in them, either as leaders or participants. The research team's goal is to take the feedback you and others provide in order to determine what resources coordinators need to continue to improve service delivery across their state networks. Ultimately, we seek to create materials that will provide beneficial guidance for existing networks like yours, as well as those states that are looking to implement a statewide mobility management networks.

I'd like to start with a couple of definitions so that we're on the same page. These are the same definitions from the web-based survey.

**Mobility management** is an approach to designing and delivering transportation services that starts and ends with the customer. It begins with a community vision in which the entire mobility network—public transit, private operators, cycling and walking, volunteer drivers, and others—works together with customers, planners, and stakeholders to deliver the mobility options that best meet the community's needs.

A **Mobility Management Network** is comprised of the agencies, organizations, and/or participants who lead efforts to improve integration across mobility options; make public and private transit more attractive and easier to use, especially for people with disabilities; identify innovative solutions; as well as reduce and re-distribute travel demand to help unlock the capacity of transport systems.

Any questions before we begin the interview portion?

The first set of questions are designed to tell us a bit more about the career paths of mobility managers and the departmental structures in which they work:

1. What were your previous jobs that led to this position?
2. Is there a written job description for your current position? If yes, can you send that to us?
3. How many people are in your department?
4. If no other departmental colleagues, who do you consider your peer group?
5. Have you completed any training or certifications for this particular job or for mobility management in general?

The next set of questions are specific to the statewide network in which you work:

6. How does your organization/agency define mobility management?
7. What is the origin and history of the network? (be sure to get year founded)
8. How does the state support the network? (select all applicable)
  - a. Supervisory support
  - b. Communications platform(s)
  - c. Technology platform(s)
  - d. Convening meetings
  - e. Providing training or professional development – Identify provider
  - f. Program evaluation
  - g. Other
9. How does network receive further training or professional development? (*prompt examples: consulting from outside experts, continuing education, collaboration with other networks*)
10. How does the network contribute to the state's coordination plan?
11. How does the network know when it is successful? (*prompt with: members of the network; prompt examples: monthly ridership, dollars saved versus other types of transportation programs, improved accessibility for end users; if no quantitative data available, ask about qualitative assessment of performance measures*)
12. Does the network integrate with other initiatives at either a statewide or localized level? How? (*if asked about audience, prompt with either the agency itself or members of the network? prompt examples: jobs programs for people with disabilities, programs for specific populations such as veterans, corporate programs*)
13. For those initiatives that are localized, what have been, or do you foresee might be, some of the barriers to implementing them at the statewide level? (*if asked about audience, prompt with either the agency itself or members of the network?*)

The next set of questions are specific to your responses to the online survey:

14. You indicated that your network conducts the following **internal** activities:  
[each script customized to reflect respondent's answers to online survey]  
Can you provide more details as to which specific activities you conduct, and at what frequency?
15. You indicated that your network conducts the following **external** activities:  
[each script customized to reflect respondent's answers to online survey]  
Can you provide more details as to which specific activities you conduct, and at what frequency?
16. What are the biggest issues and challenges your network is facing?  
[each script customized to reflect respondent's answers to online survey]

And now we have a few final questions to wrap up this phone interview:

17. Do you have any advice or recommendations for others interested in implementing a mobility management network?
18. Do you share your practices/barriers with other networks or do you learn from other networks?  
Is there a forum for it? Is there a need for such a forum?
19. If we were to create a forum will you find it useful? What would you like to see in it?
20. Are there any other ways this research might help your network?

Thank you for your time! We'll let you know when the results of this research are available. If you have any further questions, please don't hesitate to contact P.S. Sriraj at [sriraj@uic.edu](mailto:sriraj@uic.edu) or 312-413-7568.

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