



# Coordinating Council on Access and Mobility (CCAM): Building Partnerships Checklist

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The National Center for Mobility Management (NCMM; [nc4mm.org](http://nc4mm.org)) is a national technical assistance center created to facilitate communities in adopting mobility management strategies. NCMM is funded through a cooperative agreement with the Federal Transit Administration (FTA) and is operated through a consortium of three national organizations – the American Public Transportation Association, the Community Transportation Association of America, and Easterseals, Inc. NCMM is charged with supporting FTA and its partners in carrying out the recommendations suggested in the updated [Coordinating Council on Access and Mobility \(CCAM\) Strategic Plan](#).



Thank you to all the states who contributed content to this resource and provided review of its contents. Please continue to share practices with your regional liaison at NCMM.

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Thank you.

***“The CCAM collaborates to improve transportation access for all people.” CCAM Mission***

**Overview of the Coordinating Council on Access and Mobility (CCAM)**

The Coordinating Council on Access and Mobility (CCAM) is a federal interagency council that works to coordinate funding, policy recommendations, and expertise on human services transportation for three targeted populations: people with disabilities, older adults, and individuals of low income. The CCAM works at the Federal level to improve Federal coordination of transportation resources and to address barriers faced by states and local communities when coordinating transportation. The CCAM's mission is to issue policy recommendations and implement activities that improve the availability, accessibility, and efficiency of transportation for CCAM's targeted populations, with the vision of equal access to coordinated transportation for all Americans.

CCAM is led by the US Department of Transportation, Federal Transit Administration (FTA). Eleven federal agencies participate in CCAM and work collaboratively to carry out the recommendations of the Council. Nine of these agencies currently fund human services transportation (see adjacent text box). In February 2022, the Council began work to update its strategic plan and improve its capacity to implement the new plan. The nine-month process included planning, federal agency work sessions and stakeholder listening sessions across the country and culminated in the CCAM 2023-2026 Strategic Plan. The plan includes three concise goals (see below) but the depth and breadth of the objectives for each goal is where the magic happens.

The Departments of Agriculture (USDA), Education (ED), Health and Human Services (HHS), Housing and Urban Affairs (HUD), Interior (DOI), Justice (DOJ), Labor (DOL), Transportation (DOT), and Veterans Affairs (VA)—currently fund grant programs that can fund human services transportation. The additional two CCAM agencies—the National Council on Disability (NCD) and the Social Security Administration (SSA)—provide valuable expertise to enhance the CCAM's ability to serve its targeted populations.

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**Goal 1**

Strengthen the CCAM and improve multisector collaboration at all levels and jurisdictions.

**Goal 2**

Promote the development of a safe and more accessible transportation networks.

**Goal 3**

Address CCAM agency policies that impede transportation coordination.

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**The Impetus for this Information Brief**

The first goal of the CCAM Strategic Plan is to *strengthen the CCAM and improve multisector collaboration at all levels and across jurisdictions*. This collaboration occurs at the Federal level,

through the formal activities of CCAM members, but also can occur at the state level. Multi-sector collaboration extends to state agencies and their subprograms and grantees. Collaboration is not always easy, and cooperatively funding transportation services may be even more difficult. If shared funding is an important CCAM outcome for diverse agencies, there are intermediate steps that agencies can take to build relationships, share knowledge, and develop mutually beneficial goals around transportation access. This NCMM Information Brief is intended to help state agencies implement the CCAM recommendation regarding multi-sector collaboration. The brief will provide examples to illustrate activities and provide implementation suggestions to facilitate the application of the content.

### **Forging Relationships: It is Not Just about the Money**

CCAM is premised on a foundation of relationships between agencies at the federal and state levels. At each level, agencies have varying funding streams, policy requirements, missions, and people they serve. These differences often cause agencies to work and deliver services in silos without considering interconnections with other sectors and how collaboration between agencies might lead to improved services and efficiencies. However, when agencies are engaged in cooperative activities this provides an opportunity to learn from each other and identify agency goals and outcomes that may be more similar than not. We hear from health providers and administrators that transportation is a challenge in access to healthcare. Similarly, we learn from educators and workforce development professionals that transportation challenges often impede access to employment. Federal agency goals, and their state counterparts, whether the US Department of Health and Human Services, the US Department of Education, or the US Department of Labor, all have outcomes related to the independence, self-sufficiency, and inclusion of the individuals they serve, particularly for individuals with disabilities, older adults, and those with low income. Transportation is viewed as a social determinant of health (SDOH) by many across the CCAM agencies and by promoting cross-agency collaboration and multi-sector coordination, system and individual outcomes can be realized.

### **Tips for Success**

Before you read any further or start reaching out with requests to collaborate consider the following Pro Tips:

- **Learn to Speak CCAM:** The CCAM structure, mission, core values, and strategic plan are a foundation on which you can build. Do not assume that your state agencies, a targeted sector or even all within the federal government know about the CCAM and its goals. Make it your mission to understand all you can about the CCAM and its strategic plan so that you can incorporate that knowledge into your efforts to build collaboration. Still questioning how this will make a difference? Remember, the CCAM Strategic Plan has goals and objectives which can impact the policies and funding opportunities that states, and individual agencies may wish to receive. Understanding CCAM means you can align your work with those funding streams and requirements from the beginning.
- **Start Where You Are:** You are likely already engaging with a multitude of agencies including nonprofits, regional, state, and federal governments. These are foundational building blocks which can be identified and deepened. The more you understand about the intersection of your work and theirs the better you will be at expanding the capacity of your work together. These existing collaborations can also serve as steppingstones to collaborate with new agencies. Imagine you are an employer interviewing a client for a job. You want to hear why the candidate believes she or he is a good fit for the position and examples of similar job experiences to substantiate that claim. No different when

getting to know a potential partner agency. In your case, you can explain the benefit of your collaboration with agency one and how you believe agency two could benefit from a similar collaboration.

- **Top-Down – Bottom-Up:** Creating opportunities to collaborate can be both a top-down and/or bottom-up process. It is important to understand where the leverage points are within systems and who might be best positioned to make a connection. Remember that the leader of a government agency has divided responsibilities amongst personnel, and it is quite realistic that they are not familiar with granular details that point to a collaboration with you. However, a trusted member of their team who is working directly on issues that overlap with your work is an effective way to gain a better understanding of the mission, staff and leadership who can make a lasting collaboration happen.
- **Know Your Value:** You are a transportation and mobility professional, and you bring to the table something of value. Your agency deals with the same administrative issues, supervision of employees, accountability to funders and clients who depend on you, the same as any agency. However, you also bring a specialized service that is critical to many people and the agencies that serve them.
- **Empty vs. Full Hand:** Let's face it, there is always a gap between what you can do and what you could do with greater resources. Ultimately you are on a mission to find those resources that will help you expand your capacity, but will you approach potential partners with an empty hand or a full hand? The empty hand is simply an ask grounded in expectation or implied value. A different approach is to state your value, offer potential ways a collaboration with you could help address their mission and then ask them how they might see a potential collaboration with you. More pointedly, bring someone a potential solution and you will likely find a new partnership.

## CCAM State Transportation Agency Implementation Checklist

The following checklist includes suggestions about how a state Department of Transportation agency may collaborate with a CCAM Agency partner. These suggestions are not intended to be an exhaustive list of the many ways that state agencies can work together. Consider this the beginning of improved relationships and tangible activities with your state agency peers. A state may want to start with a low hanging fruit, on an activity that requires a smaller investment of time or resources, such as having a collaborative forum across state agencies. Implementing policy changes and establishing written agreements, may be the end goal, and the smaller steps taken along this journey, can lead to these more intense activities.

- **Participate in conferences/events.** Many state agencies have conferences and forums targeted at administrators and grantees within this agency. For instance, state transit associations often have annual events which can be an ideal forum to develop sessions that focus on bringing together diverse disciplines, such as health professionals with transportation professionals. Suggest to your state colleagues that they have sessions that focus on transportation and mobility and encourage your audiences to attend.

**Example:** The Mississippi Department of Transportation participates in the State Affordable Housing Conference sponsored by the State Housing and Urban Development (HUD) agency. Several other programs described in this brief have benefited by the relationship between transit and HUD professionals.

- **Host and Hold events.** Planning and hosting meetings and forums are simple ways to begin to establish relationships with peer agencies. These events can be virtual or in person and can align with existing events. For instance, if a state transportation association is having an annual conference. Consider inviting state agency colleagues, and their grantees, from across disciplines. Hold a dedicated forum to address transportation challenges, collaborate on solutions, and use CCAM tools, such as the Program Inventory to identify opportunities for shared funding.

**Example.** For instance, in Missouri, the State's Transportation Task Force, comprised of professionals representing diverse state agencies, meet regularly to share strategies and identify coordination opportunities. The Mission of the Missouri Transportation Task Force is "to provide leadership, promote collaboration, and gather best practices to improve transportation coordination in the state of Missouri in order to enhance the quality of life for all Missourians through improved transportation access, accessibility, and affordability."

**Resource.** <https://morides.org/transportation-task-force/>.

**Example.** In Maine, the Moving Maine network, comprised of mobility management professionals representing varying disciplines, convened early in its development. The Moving Maine Network is a multi-sector, statewide collaborative. Its members are people working in transportation, planning, aging, disability, health care, human services, environment, public health, faith communities, housing, philanthropy, as well as individuals with lived experience of transportation barriers. Moving Maine held all network gatherings in 2020 to pique interest about the network – particularly from non-transportation professionals, establish strategic priorities, and identify communication channels and future activities.

**Resource.** <https://www.movingmaine.org/pages/events-and-webinars>.

- **Write grants and establish evaluation criteria within grant programs with a transportation focus.** At times, Federal grants, whose eligible applicants are state agencies, may be more compelling if the grant application proposes activities and collaboration across more than one state agency. Particularly if a focus of a grant is on social determinant of health (SDOH) areas, an application might be viewed as more fundable if diverse state agencies are involved. State agencies can also add criteria in their own grant applications and programs that invite the focus on transportation. The example below illustrates multiple ways that a state DOT can collaborate across activities with another state agency. In this case, it is the DOT and Housing and Urban Development (HUD).

**Example:** In Mississippi, the State Housing and Urban Development (HUD) Agency includes a Mississippi DOT regional coordination scoring factor to the MS Home Corporation Qualified Allocation Plan (QAP) for Low-Income Housing Tax Credit (LIHTC) developments.

**Example.** The purpose of the AmeriCorps Seniors Workforce Development Senior Demonstration Program (herein referred to as WFD) is to support projects focused on supporting older adults as they seek to secure employment in professional, skilled labor, or para-professional careers.. In its federal notice of funding, the program indicates that applicants/grantees must provide training and/or certification for

employment, and include supports such as mentorship, coaching, transportation, and other forms of support.

**Resource.** <https://americorps.gov/funding-opportunity/fy-2023-amicorps-seniors-workforce-development-senior-demonstration-program>.

- **Participate on grant panels and reviews** Diverse perspectives of colleagues contribute to a robust and multi-faceted review of state grant programs. Having grant panels that are not so “like-minded” can help to identify gaps and can uncover applicant content that may not be considered if the panelists all represented the same discipline.

**Example.** The Massachusetts Department of Transportation (MassDOT) uses an external review committee to review and score applications for the annual Community Transit Grant Program, which distributes federal 5310 funds as well as state funding to expand mobility for older adults and people with disabilities. External reviewers represent state Health and Human Services agencies including Elder Affairs and the Massachusetts Rehabilitation Commission, as well as regional planners.

- **Provide training to state agency staff or grantees.** One of the biggest challenges cited by CCAM members was the lack of knowledge or awareness of transportation challenges. As indicated by the adjacent textbox, non-DOT professionals may be unaware of the magnitude or severity of mobility challenges for the individuals they serve. These same non-DOT professionals may be even more unaware of solutions. Training on needs, solutions, and resources across disciplines can enhance awareness and build the skill of interdisciplinary colleagues to address transportation challenges.

*You cannot solve a problem you do not know exists. Awareness of shared problems will allow for shared coordination to address the problem across agencies. ~USDA Rural Department (RD)*

**Example.** In New Hampshire, the State Department of Health & Human Services is a statutorily appointed member of the (NH) State Coordinating Council for Community Transportation (SCC). This is a foundational relationship between the expansive responsibilities of DHHS and the intersection with community transportation. This has led to multiple opportunities to work with different divisions within DHHS. One example is a virtual training between TANF Counselors under the Division of Economic Stability, Bureau of Employment Supports within DHHS and members of the SCC and NH Department of Transportation. Topics included identifying transportation resources, building relationships with mobility managers, and identifying solutions to address transportation challenges for TANF recipients. This forum was the foundation for relationships and continued work between DOT and multiple DHHS Divisions.

**Example.** Stakeholders in Massachusetts conducted a virtual driver training on providing transportation to passengers with dementia. It was co-led by the Alzheimer’s Association of MA and NH and the Massachusetts statewide association of Councils on Aging (MCOA). MassMobility assisted with promotion and recruited drivers from a wide range of organizations, including transit authorities, Councils on Aging, volunteer driver programs, and drivers for the state Medicaid brokerage.

**Example.** In Mississippi, the DOT coordinates with the MS Home Corporation to implement the DRIVE (Developing Responsible Individuals WITH Valuable Education)

program (Housing and Urban Development). The program makes available funding assistance to provide CDL training to homeless or near homeless individuals that can be employed as drivers with transit agencies. This in turn helps the individual to find and maintain stable affordable housing

- **Establish communication mechanisms.** To raise awareness, state agencies might want to mutually develop communications that reflect the perspectives and interests of the audiences impacted by each state agency. Easy to implement collaborative communication activities may include writing informational blurbs in agency newsletters, developing stand-alone publications and information briefs identifying transportation challenges for audiences and offering solutions, and ensuring that information about transportation topics across agencies is current and accurate.

**Example.** In Rhode Island, the state lead on the statewide coordination council invites the participation of colleagues representing the Department of Aging and the Department of Health and Human Services to regularly scheduled calls. This facilitates information exchange and the opportunity to identify challenges and suggest solutions across agencies.

- **Share data.** We have all heard it repeatedly, data drives decision making. Data is both an informant of action and a reflection of progress. Data is a driver of action, important in funding decisions, and an affirmation that some action – some activity is needed or is working. Ridership data is common across departments of transportation and service providers, but less common in non-DOT agencies. Colleague agencies could collect data on things such as 1) Modes of transportation used to transport their audiences; 2) Qualitative challenges in accessing transportation; and 3) Implications on Social Determinant of Health (SDOH) areas because of transportation challenges. DOTs may already be collecting these types of data and sharing the datasets with state agency partners may be a way to heighten awareness, stimulate activity, and confirm the necessity for coordination.

**Example.** Vermont has a regional structure comprised of regional mobility committees with representative from the Regional Planning Commissions, adult day organizations, hospitals, and medical service providers. Through these forums, representatives across state agencies share data such as the number of trips, the purpose of those trips, costs, and outstanding needs. Surveys are conducted every three years to track client experiences and feedback.

**Resources.** Vermont Elder and People with Disabilities (E&D) Transportation Program [https://vtrans.vermont.gov/public-transit/E-and-D#:~:text=Vermont's%20Elders%20and%20Persons%20with,with%20Disabilities%20Act%20\(ADA\).](https://vtrans.vermont.gov/public-transit/E-and-D#:~:text=Vermont's%20Elders%20and%20Persons%20with,with%20Disabilities%20Act%20(ADA).)

- **Share technology or tools.** Sometimes state agencies use technology or tools that can be replicated across another state agency. It is the thinking, "why reinvent the wheel". If one agency in a state has learned to use a particular technology intervention, potentially, this tool can be replicated or customized for another state agency purpose.

**Example.** In Ohio, the [Mobility Ohio](#) work to coordinate transportation services is also exploring the use of a state database, DRIVES, created by the State Department of Education. The DRIVES database is being developed by the State of Ohio to provide the Regional Transportation Resource Center (RTRC) with technology to register transportation drivers, providers, and vehicles, maintain up-to-date records on their

criminal history and motor vehicle records, and track the status of their compliance with safety and quality requirements in real time. The DRIVES database will feed real-time information to the RTRC scheduling and dispatching system so that customers are assured of receiving safe, compliant, high-quality transportation always. The DRIVES database is a partnership of ODOT and the Ohio Department of Education (ODE). The ODE and ODOT stakeholder and IT teams are partnering to build an innovative dual-agency application solution that will replace the 18-year-old ODE School Foundation Payment System (SFPS) and be expanded to include public and human service transportation providers in addition to school districts.

□ **Develop coordination plans across agencies.**

Federal transit law requires that projects selected for funding under the Enhanced Mobility for Seniors and Individuals with Disabilities (Section 5310) Program be "included in a locally developed, coordinated public transit-human services transportation plan," and that the plan be "developed and approved through a process that included participation by seniors, individuals with disabilities, representatives of public, private, and nonprofit transportation and human services providers and other members of the public" utilizing transportation services. These coordinated plans identify the transportation needs of individuals with disabilities, older adults, and people with low incomes, provide strategies for meeting these needs, and prioritize transportation services for funding and implementation.

**Example.** The Georgia Departments of Transportation (DOT), Human Services (DHS), and Community Health (DCH) are developing a five-year update to the State's Rural & Human Services Transportation Coordination Plan. This plan will provide a framework for coordination among Georgia's agencies interested in delivering mobility services. The State of Georgia administers three systems to provide rural public transit (DOT), human services transportation (DHS), and non-emergency medical transportation (DCH). Each system is administered by a different state agency using different funding sources to meet the transportation needs of Georgians. Coordination of these services is critical to provide all Georgians accessible mobility options.

**Resource(s).** <https://rhst-gdot.hub.arcgis.com/>.  
[https://www.dot.ga.gov/InvestSmart/Transit/Documents/RHST/RHST\\_FactSheet.pdf](https://www.dot.ga.gov/InvestSmart/Transit/Documents/RHST/RHST_FactSheet.pdf).

**The Regional Transportation Resource Center's (RTRC) Role & Responsibilities (Ohio)**

As the pilot region's administrator for community transportation, the RTRC will establish contracts with qualified for-profit, non-profit, and public transportation providers and ensure compliance with consistent, updated safety and quality standards that meet or exceed the requirements of the individual HST funder agencies and federal transportation regulations.

The RTRC will also serve as the hub for mobility management activities throughout the four-county pilot area. The RTRC will focus on finding solutions to unique and unmet community transportation needs in the community through travel training, planning and education. The RTRC's mobility management section will coordinate community outreach and ensure the ongoing implementation of goals and updates to the Region 9 Transportation Coordination Plan. Clients, customers, and employers with unique transportation needs will have the opportunity to connect with a county mobility manager for assistance.

- **Participate on state advisory committees.** Department of Transportation officials may be invited to represent transportation topics on state advisory councils convened by a state governmental agency such as the governor's office, with the exclusive focus on transportation access. At other times, transportation professionals may be invited to participate in State Advisory panels organized and administered by other state agencies.

**Example.** The Minnesota Council on Transportation Access is chaired by the Minnesota Department of Transportation and has the following leadership structure: Vice Chair: Minnesota Department of Human Services; At-Large Representative: Minnesota Department of Transportation, Minnesota Department of Health, Minnesota Department of Commerce, Minnesota Public Transit Association, Office of the Governor, Minnesota Board on Aging, Minnesota Council on Disability, Minnesota Department of Education, Minnesota Management and Budget, Minnesota Department of Veterans Affairs, Metropolitan Council, Minnesota Department of Employment and Economic Development. At the regional level, Regional Transportation Coordination Councils (non-metro mobility management) invite the participation of advisors representing these same diverse regional agencies.

**Example.** State interagency coordination councils are common across states. Like the Minnesota example, Rhode Island has a State Coordinating Council. Coordinating Council member agencies include the RI Dept. of Behavioral Health, Developmental Disabilities and Hospitals; RI Dept. of Health; RI Dept. of Human Services; RI Division of Statewide Planning; RI Executive Office of Health & Human Services; RI Office of Healthy Aging; RI Office of Rehabilitative Services; RI Office of Veterans Services; RI Public Transit Authority; RI Dept. of Transportation. The Council invites the perspectives of these diverse state agencies to share challenges raised by their constituents, obtain suggestions for new or varied service, and share resources to facilitate coordination and seamless transportation across the state.

**Example.** In Massachusetts, the Governor's Council to Address Aging in Massachusetts included MassDOT on its Task Force, and after transportation emerged as a top need in listening sessions, also created a transportation working group with representation from elder services, philanthropy, transit advocacy, and academia.

Resource (s). <https://coordinatemntransit.org/about/MCOTAWill> send slides in separate email about the work teams; <https://www.ripta.com/human-services-transportation-coordination/>.

**Example.** In Mississippi, Transportation professionals serve on committee of Programs of HOPE (Housing and Transportation, Opportunities for Treatment, Parental, Child and Familial Support, Economic Security) (HUD programs). These state-level committees of collaborative stakeholders work together toward the goal of providing families "pathways toward a brighter future. Availability to reliable transportation is a key barrier for lower income individuals housing stability.

- **Implement vehicle sharing agreements across agencies.** Have you ever observed vehicles that are operating significantly under passenger capacity on a recurring basis? Underutilized vehicles, regardless of which agency is funding that service represents an inefficient use of vehicle capacity. Vehicle sharing programs involve assessing seat use, identifying agencies and their audiences that have a need for seats, and implementing programs that allow and

encourage the use of vehicles for multiple audiences. For agencies to share vehicles, a comprehensive way to implement, manage, and account for the program must be in place, and this often necessitates a high quality and comprehensive cost-allocation system. The collaborative agencies need a way to confidently share data about passenger use, costs for riders, administrative systems for funding the trips, and a thorough procedure for reporting and documenting ridership and costs.

NCMM was not able to confirm vehicle sharing programs other than those related to [incidental use](#), particularly during Covid. In these instances, agencies used their vehicles to deliver food, transport essential workers, or serve as a hot spot in low-income communities. The following is the FTA Vehicle Resource Sharing Policy Statement.

### **CCAM Vehicle Resource Sharing Policy Statement**

The CCAM [Vehicle Resource Sharing Policy Statement](#), published on October 1, 2006, clarifies that Federal cost principles do not restrict grantees to serving only their own clients but rather that they enable grantees to share the use of their own vehicles if the cost of providing transportation to the community is also shared. In this policy statement, the CCAM resolves that federally assisted grantees that have significant involvement in providing resources and engage in transportation should coordinate their resources to maximize accessibility and availability of transportation services.

- **Establish formal agreements and memorandums of understanding (MOUs) between agencies.** Formal agreements may appear to be more binding and meatier than ad hoc relationships between state agencies. Typically, agreements outline the expectations for performance and include performance outcomes. The formal agreement can become a blueprint, or plan for work across agencies. Sharing fiscal resources may or may not be part of these agreements.

**Example(s).** In New Hampshire, the State Department of Health & Human Services worked with the State Coordinating Council for Community Transportation to secure funding through a *National Federal Centers for Disease Control Initiative to Address COVID-19 Health Disparities Among Populations at High-Risk & Underserved, Including Racial and Ethnic Minority Populations and Rural Communities*. The grant funded the implementation and two-year operation of the NH Mobility Management Network. The funds were restricted to rural communities and statewide impact; however, the grant funds qualified as match for 5310 funding. This created five rural regional contracts and one statewide contract which funded both mobility manager salaries and projects funds. The remaining three urban regions were able to receive more state funding because of the match qualification to cover the mobility manager salaries only. The total impact of this relationship was Federal and State funds were used to fund full-time mobility managers in all eight regions, one statewide mobility manager.

- **Develop cost sharing and cooperative funding for transportation service.** Undeniably, the availability of reliable, accessible, safe, and affordable transportation affects access to community settings and services for all individuals, and in particular, disadvantaged populations such as individuals with disabilities, older adults, and those with low income. Transportation is a social determinant of health (SDOH) that should be the concern of federal, state, and local agencies across non-transportation sectors. This is a major foundation for the CCAM and its strategic plan. Mobility and transportation are everyone's business, and as such, there is the hope that non-DOT agencies will contribute monetarily

and administratively to transportation services. As indicated in the FTA Program Inventory, that describes how 130 Federal agency programs can contribute to transportation, there are many agencies that have regulatory requirements regarding transportation investments. However, for many more agencies, investing in transportation is not a requirement, and is often done because agency officials recognize the value or return on investment of financially supporting transportation.

**Example.** In Vermont, the Department of Transportation shares state funding for on demand programs with colleague programs within the Agency of Human services to provide the non-federal match for expanded demand response trips for those in recovery and/or seeking Job access

**Resource.** <https://vtrans.vermont.gov/public-transit/recovery-job-access>.

**Example.** At the State level, the Connecticut Department of Transportation worked with the Connecticut Department of Energy and Environmental Protection (DEEP) to offer a program called ParkConneCT. This program is a collaboration of CT DOT and CT DEEP and aims to provide safe and reliable transportation within a 10-minute walk to some CT beaches and parks. Assets across state agencies are used to support the program.

**Resource.** CT. <https://portal.ct.gov/DEEP/State-Parks/Park-Connect>.

**Example.** In Tennessee, officials from the DOT share funding and participate on advisory committees affiliated with the Tennessee Commission on Aging and Disabilities (TCAD), In addition to DOT funding, TCAD receives funds from the Administration on Community Living (ACL) through the Older Americans Act (OAA).

**Resource.** TN: <https://www.tn.gov/tdot/multimodal-transportation-resources/omat.html>(TDOT's Office of Mobility & Accessible Transportation) <https://www.tnpathfinder.org/> <https://www.tn.gov/aging.html>.

- **Establish policies and written guidance.** The CCAM Strategic Plan, Goal 3 recommends that CCAM agencies address policies that impede transportation coordination. Policies such as safety and operational training requirements for operators of service funded by that agency, vehicle sharing policies, and policies around incidental use may serve as impediments to true coordination of transportation service and resource.

**Example.** ODOT, through Mobility Ohio, is currently working with several Ohio health and human service agencies to revisit and realign policy that impacts the way transportation is delivered and accessed in the state. These agencies have conducted a detailed review of the rules, regulations and policy from the agencies that provide the largest percentage of health and human services transportation. The rules and regulations were considered by topic area (e.g., driver criminal history, driver medical qualifications, vehicle maintenance requirements, etc.) All rules and regulations regarding the topic areas were compared for consistency and potential for alignment. A working group, comprised of representation from the Ohio Department of Medicaid, the Ohio Department of Job and Family Services, the Ohio Department of Transportation, and the Governor's Office of Health Transformation reviewed the policy analysis, and formed a consensus on a recommendation of policy alignment. These recommendations were presented to a larger Policy Group, which consisted of representation from all participating state agencies, for discussion, revision, and approval. The realigned policies

will be used for a coordinated transportation pilot project in a four-county area of southeast Ohio. With transportation providers held to one set of consistent standards, the pilot Regional Transportation Resource Center will be able to coordinate trips more efficiently for clients with different transportation funding sources.

**Resource.** Mobility Ohio. <https://www.transportation.ohio.gov/mobility-ohio>

**Example.** In another example, an interdisciplinary state team, that is part of the New Hampshire Coordinating Council for Community Transportation, developed the New Hampshire Statewide Mobility Management Network: A Blueprint for Implementation. The Blueprint is the culmination of research into best mobility management practices, two-years of planning and stakeholder consensus building, and a record of policy and network structure decisions. It is a living document designed to advance state and local coordination through the statewide mobility management network, expand the capacity of mobility agencies and respond or adapt to lessons learned along the way. Essentially, it is how New Hampshire operationalized mobility management as a philosophy and service.

**Resource.**

[https://www.nh.gov/dot/programs/scc/documents/scc\\_mobility\\_mgr\\_blueprint.pdf](https://www.nh.gov/dot/programs/scc/documents/scc_mobility_mgr_blueprint.pdf).

### **Example of non-DOT Coordination to Support Transportation**

Professionals affiliated with Department of Transportation and Federal Transit Administration grant programs may want to learn about coordination to support transportation from peer agencies. For instance, in Texas, the Texas Workforce Commission - Vocational Rehabilitation Division (TWC-VR) is partnering with Texas Parks and Wildlife (TPWD) at Texas State Parks to offer paid internships to students. Transportation to support student access to this program is funded through the state Pre-employment Transition Services (Pre-ETS) funding. An administrator of the program, stated, *Funding for transportation is an allowable purchase utilizing our pre-ETS budget for students that are Eligible for VR services with an Individualized Plan of Employment (IPE). Therefore, it is possible to fund transportation for students participating in this program if they meet the required parameters and have transportation options available*

The [FTA Program Inventory](#) is an important resource to inform the field about the allowability of transportation expenses across Federal agencies. As mobility management professionals and others consider braiding funds or wholly using non-DOT funds to support services, it is important to confirm the allowability of this funding with their FTA regional points of contact.

### **Conclusion**

Across industries, the term coordination is used widely, with little attention to what activities really comprise a coordination effort. Literature affirms that there may be a varying intensity level associated with the relationships we have and the work we do with peer agencies and organizations. For instance, Convergency Labs established a framework and model that describes how people interact as the "Four Cs Model. It defines four main interaction modalities:

- Communication: The exchange of ideas and information.
- Cooperation: Independent goals with agreements not to interfere with each other.
- Coordination: Actions of users directed by a coordinator to achieve a common goal.
- Collaboration: The process of shared creation; collectively creating something new that could not have been created by the individual users.

This model supposes that there is an increased level of intensity, relationship building, and likely, trust, as the activities move from communication to collaboration and can be a useful framework for state leaders as they examine their relationships with peer state agencies. There is no right or wrong way to assess coordination – in fact, it is likely that coordination is not at the same intensity level across state departments. Further, coordination may wax and wane, contingent upon such things as shifting needs and activities, varying state government culture, and changing leadership.

As states continue to implement the tenets and recommendations inherent in the CCAM Strategic Plan, we likely will learn and be able to identify even more examples of coordination across state agencies. We encourage states to continue to share their strategies and practices with national organizations, including the National Center for Mobility Management (NCMM). Only through resources such as this information brief, and other national forums can we learn from each other.

## References and Resources

Convergency Labs. <https://convergence-labs.com/blog/2018/01/the-four-cs-communication-coordination-cooperation-and-collaboration/>.

FTA CCAM Resources (CCAM Strategic Plan, Program Inventory, Federal Fund Braiding Guide, etc.). <https://www.transit.dot.gov/coordinating-council-access-and-mobility>.

[NCMM information brief Framework to Develop a Continuum of Mobility Services. Checklist that guides mobility management professionals in making decisions about the viability of mobility options.](#)

NCMM. [State of the State of Coordination & Mobility Management. A national picture of the progress of states.](#)

[NCMM State Profiles. A detailed overview of a state progress toward coordination and mobility management.](#)

[Technical Assistance Coordination Library \(TACL\).](#)

The Transportation Technical Assistance Coordination Library (TACL) provides a sustainable methodology and platform for access and findability of coordination resources across a diverse range of transportation technical assistance centers and the Federal Transit Administration (FTA). TACL was launched in January 2021 and is available at no cost.

The FTA-funded Technical Assistance (TA) Centers participating in this ongoing work are:

- National Aging and Disability Transportation Center (NADTC)
- National Center for Applied Transit Technology (N-CATT)
- National Center for Mobility Management (NCMM)
- National Rural Transit Assistance Program (National RTAP)
- Shared Use Mobility Center (SUMC)
- Transit Workforce Center (TWC)

The TACL Task Force uses a systematic review process for resources included in the database. New resources will be added on a quarterly basis. Let us know if you would like to serve as a peer reviewer for our resource.

FTA has 3 programs that have explicit statutory authority to accept non-USDOT federal funding as local match, these programs are:

1. FTA's formula grants for rural areas program (Section 5311)
2. FTA's enhanced mobility of seniors and individuals with disabilities formula grants program (Section 5310)
3. FTA's urbanized area formula grants program (Section 5307)

