Mobility Management State Network Implementation Guide

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National Center for Mobility Management

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

This information brief was prepared by NCMM staff who serve as Regional Liaisons to FTA Regions 1, 4, 5, and 7. This information is disseminated in the interest of information exchange. Neither the NCMM nor the FTA assumes liability for its content or use. The opinions and conclusions expressed herein are solely those of the authors and should not be construed as representing the opinions or policy of any agency of the federal government.

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Thank you.

About this Information Brief

Easterseals, through its work at the National Center for Mobility Management (NCMM), focuses on building connections across education, human services, and transportation sectors so that individuals with disabilities can access school, work, health care, and other inclusive community settings. In this work, NCMM has researched, and sourced state examples to provide descriptive information about four state mobility management programs across four distinct FTA regions. This guide will highlight a diverse range of examples and is intended to be utilized by organizations and agencies as a tool to implement similar models in their regions.

For questions about this product, please contact Judy Shanley, Ph.D. FTA Regions 1 & 5 Regional Liaison or Enjoli Dixon, FTA Regions 4 &7 Regional Liaison both from Easterseals.

Acknowledgments

NCMM would like to thank the following states and organizations for their contributions to this product. They provided key insights, information, resources, and time to ensure this report accurately reflects the fundamental aspects of each example highlighted in this brief:

- *National Aging and Disability Transportation Center (NADTC)*
- *National Rural Transportation Assistance Program (National RTAP)*
- *Easterseals Project Action*
- *State of Kansas Mobility Managers*
- *State of Minnesota*
- *Connect MS (State of Mississippi Mobility Managers)*
- *Mississippi DOT – Intermodal Planning Division*

Introduction

In its technical assistance activities, NCMM Regional Liaisons often are asked for examples of states with "good" mobility management networks. Since mobility management is unique to each agency, what can be "good" in one state, may not be so "good" in another. Instead, NCMM has always tried to provide descriptive information about mobility management networks and strategies so that users can identify those places or systems that they can emulate. In this way, mobility management can best represent the needs and characteristics of unique settings, and state, regional or local entities can "make it their own".

> NCMM Regional Liaisons are Center national expert staff who work specifically with each FTA Region. Identify the regional liaison in your state.

NCMM Regional Liaisons who work across the country are in a good position to capture and share this descriptive information.

Developing a mobility management program for a state or region is important to the connectivity and sustainability of transportation modes in communities. Built on NCMM research conducted over the last seven years, regarding components of mobility management networks, this brief will provide a description of mobility management key characteristics of four states and a description of the state's implementation phase. We selected these states for several reasons:

1) To provide readers with information about the important elements of a state mobility management network using real-life, in practice state examples. These elements or characteristics are like those identified in NCMM previous studies including the Statewide Mobility Management: Factors Affecting the Creation and Success of Networks (July 2020) and the NCMM State of the States Report (September 2018).

2) To be illustrative of the varying implementation levels or phases of implementation of mobility management networks in descriptive and a non-evaluative way; and

3) The state descriptions regarding the implementation status of a state contained in this brief can complement the more intense NCMM State Profile Information Briefs completed for some states. Aggregately, the content in these information briefs can be replicated by other states and regions to implement mobility management networks.

We used the framework outlined below to capture information about the implementation status of the State's mobility management network. The conclusions described are based on interviews with state officials and reviews of related state resources and websites. NCMM has not conducted an analysis nor suggests that because a state has all or none of the elements below, it is "better" or more successful than any other program across the country. These descriptions are intended to document the implementation phase of the state's mobility management network, regardless of where they are in the implementation phase, we assert that other states can still learn from these examples. This process is intended to help mobility management network leaders and participants think about, in a holistic way, the key characteristics of their network. Each state was asked to provide feedback on the following elements:

- **Governance**. Considers how decisions for and about the mobility management network are made, particularly the efficiency of the decision-making process and characteristics related to roles and responsibilities that guide the design of the network.
- **Funding.** Describes how the mobility management network is funded, including the variety of resources used and the opportunity for sustained funding.
- **Activities**. This examines the range, depth and breadth of mobility management activities carried out by the network. A network's activities include a focus on how activities relate to the overall purposes and goals of the mobility management network.
- **Partnerships.** The Coordinating Council on Access and Mobility (CCAM) has provided mobility management networks with the opportunity to develop new and innovative partnerships with non-transportation agencies and organizations, and can assess the range and purpose of these partnerships.
- **Performance Measures – Reporting**. This examines the extent to which mobility management networks have formative and comprehensive performance measures to guide its activities and progress.
- **Sustainability Focus.** NCMM developed the Mobility Management Self-Assessment Tool (MM-SAT) to help networks assess the characteristics of their network that can potentially influence long-term sustainability, performance, and outcomes. This examines the measures that a network has that lead to long-term implementation and growth.

Once NCMM had collected descriptive information, through interviews and a review of related websites and resources, we used a development scale to offer some thinking about the stage of implementation of the state network. The development scale is defined below (Emerging, Developing and Extending) and provides information about the implementation status of a network.

- **Emerging:** This development stage acknowledges that a state mobility management program must include a starting point. The mobility management network may be new, governance structures are being considered, funding sources are just being explored, activities are being developed, partnerships are beginning, and sustainability characteristics have not yet been advanced.

- **Developing**. This development stage acknowledges that a state mobility management program has been established, however, some elements of the program may be more developed than others. For instance, a state may have identified and established CCAM partnerships, however, sustained funding may not have been identified. A developing network may have articulated some activities, yet there still may be exploration of long-term activities, and because of this, performance measures and sustainability have not been fully articulated.

- **Extending.** This level acknowledges that a state mobility management program has been established and has developed a solid network of CCAM partnerships, acquired stable and likely diverse funding, and produced sustainable mobility management activities throughout transportation networks (on a local, state, and regional level). This phase does not suppose that the network cannot continue to grow and change as conditions warrant. In fact, mobility management networks that

are extending should be malleable and responsive to changes in the dimensions that characterize the network.

Each region is unique and faces a diverse set up circumstances in all communities. Governance structures may be variable, or some state agencies may not appreciate the value of mobility management. Some states may have dedicated funding for mobility management, while funding to support the network may be uncertain and variable in other states. Regardless, the information in this brief can be used by a state network to assess where the state is regarding implementing and advancing a mobility management network. These data also can be used as a learning tool for other networks, new and old, to better coordinate and develop a stronger, more sustainable mobility management program. The information included in the brief is intended to describe the implementation stage of the network and provide ideas that can be used to advance network implementation.

It is important to understand the intent and purpose of mobility management as defined in Federal Transit Legislation. This framework can help states establish the foundation for mobility management by making a commitment toward governance and funding, establishing defined activities and performance metrics, encouraging cross-state partnerships, and recognizing the long-term value of mobility management by building a network that is sustainable and enduring.

Overview of Mobility Management and Regional Networks
Mobility management is a strategic approach to service coordination and customer service. When implemented, mobility management can help a community (at the state, regional, or local level) to shift a transit agency's mindset away from their role as separate service operators, and toward collaboration with other transportation providers. The idea behind this approach is to create a wide range of well-synchronized mobility services within a state, region, or local community.

Method

We conducted interviews, reviewed state websites and documentation and in some states, developed mobility manager summits with listening sessions to gather information about the elements described above. The regional liaisons completing this brief are from the NCMM partner Easterseals and are responsible for providing technical assistance in FTA Regions 1, 4, 5, and 7. In these states, NCMM regional liaisons have relationships with state, regional, and local coordination, and mobility management leaders, provide intense and targeted technical assistance, have opportunity to attend forums and events, and feel most confident about what we know about state mobility management activities.

Select Examples of Mobility Management Networks and their Implementation Phase

FTA Region 4 - State of Mississippi

FTA Regions
Region 1
(CT, MA, ME, NH, RI, VT)
Region 2
(NY & NJ)
Region 3
(DE, DC, MD, PA, VA, WV)
Region 4
(AL, FL, GA, KY, MS, NC, SC, TN, PR, USVI)
Region 5
(IL, IN, MN, MI, OH, WI)
Region 6
(AR, LA, NM, OK, TX)
Region 7
(IA, KS, MO, & NE)
Region 8
(CO, MT, ND, SD, UT, WY)
Region 9
(AZ, CA, HI, NV, AS, MP, GU)
Region 10
(AK, ID, OR, WA)

Governance. There are currently ten mobility managers active in Mississippi that have the full leadership and support of the Mississippi Department of Transportation. The network is maintained through Connect MS and has quarterly discussions (meetings) at the state level, with the participation of the State Mobility Program Specialist and the full participation of regional mobility managers and CCAM partners to stay informed and aware of coordination activities across the state. The managers hold monthly meetings among each other to work on regional projects and remain updated on activities across the region.

Funding. The Mobility Management network in the state of Mississippi, Connect MS, is supported by the Mississippi DOT and funded through the FTA 5310 Grant Funding Program at 80% and requiring 20% local matching funds.

Activities. The mobility managers in the state of Mississippi are described by state officials as essential workers in their communities; connecting the community to vital needs, like medical care, food sources, emergency care, education, workforce and more. Each of the regional networks have unique needs and navigate through many rural, tribal, or urban challenges while providing the highest level of public transportation to meet the needs of their communities. The state of Mississippi indicated, "*In many regions, mobility managers have elevated the importance of mobility management by establishing a transit or mobility day that is recognized by the city and partners to raise*

The Mississippi DOT supports *Mobility Management consisting of short-range planning and management activities, and projects for improving coordination among public transit and human services transportation providers. These agreements are carried out by a direct recipient or sub-recipient as advised under 49 U.S.C. Chapter 53*

awareness and reach populations in need of transportation. ([See Mississippi State of the State Report](#) coming soon).

Partnerships. In rural Mississippi, community partners are vital to promoting public transit for people to complete daily tasks or activities. Local partners include food pantries, hospitals, faith-based organizations, universities, councils on aging, transit agencies, senior centers, local businesses, or public and private entities. A new regional project, funded by the National Center for Mobility Management, is [Southern Connect](#) Improving Mobility in Communities has been developed to create a regional community dialogue to establish a One Call/One Click center, focused on improving the safety, accessibility, and connectivity of public transportation. The community group is made up of various CCAM partner agencies, Mississippi DOT, human services organizations, healthcare, and rural/urban transit providers.

Performance Measures. Using the Kansas Mobility Manager's Handbook as a guide (the handbook is not public currently), Mississippi DOT is in the process of developing their own handbook. This handbook outlines the goals and performance outcomes related to mobility management, and ways to create a sustainable network. Currently, MS mobility managers are required to report the following:

- o Determine goals for each quarter
- o Implement regional strategy and activities
- o Highlight Regional Accomplishments and lessons learned
- o List number of increased regional partners and relationships with employers, community partners, universities, or others
- o Measurable outcomes over the quarter
- o List outreach to local officials and legislative interactions
- o Determine goals for the next quarter
- o Determine regional training needs
- o Provide description of regional meetings and activities with stakeholders and outcomes

Sustainability. MDOT has committed to providing funding per 5310 Federal Transit Administration grant funding at 80% 5310 and 20% local funds. They have also begun seeking CCAM partnership grant opportunities through technical assistance centers to help sustain their work across the state.

MS Implementation Level: Developing.

FTA Region 5: State of Minnesota

Governance. The State's mobility management network is nested within the structure of the eight Regional Transportation Coordinating Councils (RTCCs) (in rural settings) and six Transportation Coordination Assistance Projects (TCAPs) (in metro areas). The statewide network has the dedicated support of the Minnesota Department of Transportation (MnDOT) personnel. Together, these 14 rural and urban coordination projects gather virtually every other month to exchange information at meetings hosted by MnDOT project staff. In addition, the coordination projects' staff participate in trainings organized by MnDOT on topics such as marketing and meeting facilitation. The RTCCs and TCAPs both adhere to

the same workplan developed by MnDOT staff. However, actual activities and outcomes reflect the individual coordination projects specific or unique to the region or local levels. This allows for flexibility in how focus areas and topics are addressed, how community partnerships are created, and the engagement processes used to achieve outcomes.

Funding. Funding for the RTCC network is organized in four phases for its initial implementation, MnDOT expects an increasing local match investment by participating organizations. The four phases are:

- o Phase 1: Planning
    - o 100% General State Funds
- o Phase 2: Operational Implementation
    - o 80% 5310 and 20% General State Funds
- o Phase 3: Implementation of Comprehensive Plan
    - o 80% 5310, 10% Greater MN Transit Funds; 10% local match
- o Phase 4: Implementation of Comprehensive Logic Model Plan
    - o 80% 5310; 10% Greater MN Transit Funds, 10% local match
      TCAPs: Funding for TCAPs: 80% 5310 and 20% fiscal organization match

    Fiscal Agent: RTCC's currently work with various types of fiscal agents, such as Regional Development Commissions (RDCs), Community Action Partnership (CAP) organizations, and a non-profit agency providing supportive services for people with disabilities. The fiscal agent for most of the TCAP's are the counties being served by the mobility management project.

Activities. The state DOT leaders describe the mobility managers network as fluid and responding to their community's specific issues. MnDOT staff host regular meetings as well as "Lunch and Learn" sessions where RTCC and TCAP mobility managers present and discuss specific topics, address challenges, and brainstorm solutions. Topics addressed by the RTCCs and TCAPs align with their work plans and include providing transportation guidance to inform people in the community about existing services, sharing vehicles, engaging a diverse range of partners, implementing volunteer driver programs, identifying viable 5310 projects, and strengthening community partnerships. Mobility managers have had training to use the CCAM Program Inventory to identify partners and funding supports.

> The CCAM Program Inventory identifies 130 Federal programs that are able to provide funding for human services transportation for people with disabilities, older adults, and/or individuals of low income.

Partnerships. As part of its performance goals, the RTCCs and TCAPs are encouraged to engage private for profit and non-profit organizations into their work. The Minnesota Council on Transportation Access (MCOTA) is a statewide effort to support transportation coordination through 13 state agencies and organizations as its members. The RTCC and TCAP mobility managers are involved in MCOTA Work Teams and provide guidance on volunteer drivers, transportation barriers and accessible transportation coordination. Over the past two years, the mobility managers have coordinated with MCOTA to host 14 webinars on volunteer driver issues and adopt state legislation supporting volunteers.

Performance Indicators. MnDOT has engaged the RTCC and TCAP mobility managers to develop workplans that visualize change by using a logic model. In 2019, MNDOT staff were

encouraged by MCOTA to develop performance indicators and establish outcomes. MnDOT adopted the logic model process and created a workplan that included goals, problem statements and tasks to be implemented in a flexible manner within each mobility management project:

Focus Area and Goals:
- *Transportation Guidance/Consultation:* To inform people in the community about accessing existing services.
- *Vehicle Sharing:* To maximize utilization of existing vehicles used by organizations such as non-public providers (assisted living, churches, non-profits, etc.), including but not exclusively, FTA Section 5310 Providers.
- *Stakeholder and Community Engagement:* To use mobility management for cultivating partnerships and creating or joining collaborative efforts that include transportation providers, planners, and other community stakeholders.
- *Volunteer Drivers:* To develop and sustain volunteer driver programs by accessing and/or coordinating supportive resources.
- *Training and Education:* RTCC/TCAP mobility managers develop and share expertise as a regional transportation resource.
- *Mobility Management Integration:* To use mobility management skills and process for new, emerging local, regional, and statewide issues.
- *Participation: To collaborate with the Minnesota Council on Transportation Access (MCOTA)* member agencies to address policies that may impede transportation coordination and access.

Through intensive workshops, MnDOT staff facilitated several instructional sessions on the logic model to enable each RTCC/TCAP preparation of this document. Based on RTCCs' first year annual reports, progress toward specific outcomes is clearly identified and supported by the activities, inputs, and outputs. TCAPs have just completed their first year using the logic model and data is not available at this time.

Sustainability. MnDOT has created an array of supports for the mobility management network by supporting networking opportunities, offering professional development, and providing guidance regarding funding. These practices demonstrate the state's commitment to the purpose of the mobility management network. Mobility managers themselves have created supports that also may impact sustainability, such as communication mechanisms, and the implementation of action plans through logic models and performance measures. The holistic and multi-level approach toward mobility management enhances perceptions regarding commitment and value of the network.

MN Implementation Level: Extending.

FTA Region 7 - State of Kansas

Governance. There are currently six mobility managers active throughout the state of Kansas and has dedicated support from Kansas DOT (KDOT). Each mobility manager reports to a regional coordination council on varying frequencies, also working closely with their Coordinated Transit Districts (CTDs) to assist with their goals and objectives. Mobility managers hold quarterly meetings at the state level to stay informed and aware of

coordination activities across the state. Leadership and decision-making across the network are shared, identifying strengths in each member to boost the overall program; marketing, grant writing, technology, etc. The NCMM Regional Liaison is invited to the monthly mobility managers meeting to stay updated with federal and CCAM activities across the region.

Funding. In 2021 the Kansas Department of Transportation (KDOT) had committed to funding a mobility manager position within each CTD at 100 percent for the first year, and then 90 percent for subsequent years. Starting in 2022, Mobility Management is funded with state dollars allocated for public transportation programming through state legislative action.

Activities. The Kansas network of mobility managers are collaborators, consistently working to enhance mobility in their communities. Mobility Managers tackle transportation issues that impact workforce, food insecurity, healthcare access and more. Kansas mobility managers have developed a variety of activities and partnerships that can be used a model for those currently building their network of partnerships and collaborative efforts. For three years, they have

> The Kansas Department of Transportation shared that *Mobility management is a strategic approach to service coordination and customer service.*

implemented a Kansas Mobility Week, which celebrates and educates communities on "making smart, efficient, and safe multimodal transportation choices". Throughout the week transportation partners, cities, counties and other community organizations collaborate to host events that highlight and encourage residents to use diverse modes of transportation.

Partnerships. Each mobility manager has developed unique partnerships that can be found in the diverse activities implemented throughout the state. (See Kansas State of the State Report_2023 Update) The partners range from councils on aging, transit agencies, senior centers, local businesses, or public and private entities. The newest partner group has been developed to create the Kansas Coalition for Accessible Regional Transportation (K-CART) that includes objectives and steps to creating a project or solving an issue facing their community/region. The coalition group is made up of mobility managers, 5310 subrecipients, human services organizations, healthcare, and rural/urban transit providers. They focused on three main topic areas: coordination, funding, and branding. These partnerships are in a position to help mobility management professionals address the goals and recommendations of the FTA CCAM Updated Strategic Plan.

Performance Measures. State mobility mangers developed a handbook that outlines the goals and performance outcomes of their network. This includes the following:

- o Determine goals and objectives that are in sync with the needs of that mobility managers
- o Implement and use a local coordinated public transit plan based on statewide coordinated plan
- o Complete travel training certification through Easterseals Project Action
- o Create a regional newsletter for stakeholder engagement
- o Develop outreach presentations to be shared at CCAM partner meetings
- o Join resource councils and chambers in each county and communities
- o Develop partnership with local agencies on aging

- o Meet with county commissions
- o Visit with all transportation providers and create a directory
- o Develop a marketing plan
- o Develop a partnership framework

Sustainability. KDOT has committed to funding the first year of a new Mobility Manager at 100%. For year two and beyond, KDOT will provide funding at 90%. The local CTD will be responsible for covering the remaining 10% local match. These numbers are subject to change depending on fund availability. Mobility Managers have been active in receiving private funding and grant opportunities to help sustain their work across the state.

KS Implementation Level: Extending.

Recommendations to Implement Mobility Management Networks

It is rewarding for NCMM Regional Liaisons to get to know the people and networks across their respective FTA Regions. Our technical assistance is always based on the needs of the state, regional, or local community – and the descriptions above confirm the varying implementation stages of the states in which we work. Regardless of the phase, emerging, developing, or extending, mobility management professionals without exception, recognize the value of solidifying governance and funding, identifying strategies, processes, and activities aligned with their own networks, building diverse partnerships, implementing continuous improvement and performance measurement systems, and ensuring that the network is sustainable. NCMM is privileged to work with such a dedicated group of professionals to support coordination to create integrated and seamless transportation and mobility options for individuals with disabilities, older adults, and those with low income.

NCMM Regional Liaisons provide technical assistance and learn from these activities. We strive to reflect this learning in varying forums so that others can also learn from the experiences of others. For instance, one information brief, *Building a Mobility Management Network: Characteristics and Considerations* (April 2022) can be especially helpful to mobility management network leaders at all implementation stages. Some of what we learned is reflected in the following recommendations for partnerships:

- **Establish community champion program** liaisons to serve as community advocates for public transit, aid riders who are not familiar with the system.
- **Organize media partnerships/champions** who can advance the media or public facing work of your network through things such as: TV advertisement, Radio Campaigns, social media, or e-newsletters.
- **Conduct school and local organization** visits or workshops. Be visible in many different places, in front of many different audience.
- **Encourage peer state agency and sub-grantees to learn about CCAM opportunities**. Provide information to these partners that they can include in their forums and communications. Invite them to join transportation coordination activities through things such as One-Call, One Click Resource Centers.
- **Heighten the prevalence of Mobility Management staff** positions housed in organizations and agencies.

- **Deliver stakeholder trainings and planning** sessions for implementation of sustainable mobility management activities. Reach diverse sectors such as educational institutions, healthcare providers, private industry, passengers, planning agencies, providers, advocates, and human service partners.
- **Create shared data collection protocols and hubs** to develop common metrics and performance measures across CCAM partners and across local, state, and regional programs.
- **Implement CCAM partner vehicle and driver sharing program** to improve efficiency of transportation service by sharing equipment, vehicles, and drivers.
- **Support public/private partnerships** to explore the value of inviting private service providers to offer on-demand or first mile last mile service. Private partnerships can range from local employers to medical providers or community foundations, and non-profits.

Using this Brief

Leaders of a state's mobility management and coordination activities can use the elements described in this brief to examine their own networks to identify their implementation phase. If one area seems less developed than another, this may help to identify where resources and actions that could advance the element and thereby affect the overall network development. Network officials should not consider the information they learn in this review in a punitive way. Rather, the guidelines included in this brief are informative, and should serve to enlighten program personnel regarding network needs and activity.

NCMM Regional Liaisons would welcome the opportunity to help other states use this implementation guide as part of our technical assistance. We encourage the field to tap into other NCMM products, archived webinars, and other tools to complement what they learned in this brief. In addition to the resources cited in the body of this brief, we provide the resources below to support the advancement of your mobility management network.

Resources

Coordinating Council on Access and Mobility (CCAM) Resources

- [CCAM Strategic Plan 2023-2026](#)
On October 27, 2022, the FTA convened the Coordinating Council on Access and Mobility (CCAM), a federal interagency council that coordinates funding and provides expertise on human services transportation for people with disabilities, older adults, and individuals of low income, and officially adopted the 2023-2026 CCAM Strategic Plan. The plan prioritizes expanding safe access to transit, providing affordable mobility options and sets a framework for collaboration among CCAM grantees at all levels and across jurisdictions.

- [CCAM Program Inventory](#)
The CCAM Program Inventory identifies 130 Federal programs that can provide funding for human services transportation for people with disabilities, older adults, and/or individuals of low income. In 2018 and 2019, CCAM agency representatives determined which programs to include via internal agency program validation efforts and the CCAM Program Analysis Working Sessions. The CCAM Program Inventory includes detailed program information,

such as CFDA numbers, statutory references, types of recipients and beneficiaries, and eligible transportation activities. The CCAM Program Inventory Summary document, available in PDF and Excel formats, contains limited program details, and is formatted for easy printing.

- CCAM Federal Fund Braiding Guide

Federal fund braiding for local match allows grant recipients to use funds from one federal program to meet the match requirements of another. The CCAM Federal Fund Braiding Guide provides information to potential grantees as well as CCAM agency program managers on acceptable Federal fund braiding arrangements on transportation-related projects. The guide defines Federal fund braiding for local match and examines whether Federal fund braiding is allowable for 61 programs across CCAM agencies that may fund transportation.

- CCAM Cost-Sharing Policy Statement

The CCAM Cost-Sharing Policy Statement provides key transportation cost-sharing information to encourage greater State and local cost sharing. This includes information about vehicle and ride sharing as well as Federal fund braiding. Within the vehicle and ride sharing information, the CCAM Cost-Sharing Policy Statement includes 15 principles to guide State and local stakeholders' equitable allocation of shared costs, including two principles specific to the provision of Medicaid non-emergency medical transportation (NEMT) and four specific to the Veterans Health Administration's (VHA) Highly Rural Transportation Grants (HRTG) program, which provides NEMT for Veterans living in highly rural areas.

National Federal Technical Assistance Resource Centers
The following FTA-funded national technical assistance centers can provide free support and resources to help improve mobility options for individuals and communities.

National Rural Transit Assistance Program (RTAP) produces technical briefs and toolkits that support rural and tribal transportation programs.

www.nationalrtap.org **|** 888-589-6821 **|** info@nationalrtap.org

National Center for Mobility Management (NCMM) promotes customer-centered strategies to support mobility management networks to advance good health, economic vitality, self-sufficiency, and community.

www.nc4mm.org **|** 866-846-6400 **|** info@nc4mm.org

National Aging and Disability Transportation Center (NADTC), supports small urban and rural 5310 transportation providers to assist accessibility and enhanced mobility of older adults and people with disabilities.

www.nadtc.org **|** 866-983-3222 **|** contact@nadtc.org

National Center for Applied Transit Technology (N-CATT), provides support to programs to understand emerging technologies for states and local entities across the U.S.

www.n-catt.org | carpenter@ctaa.org

Shared Use Mobility Center (SUMC) is dedicated to achieving equitable, affordable, and environmentally sound mobility across the U.S., through the efficient use of transportation assets and policy or technical expertise.

www.sharedusemobilitycenter.org | info@sharedusemobilitycenter.org

Transit Workforce Center (TWC) is the Federal Transit Administration's first ever national technical assistance center for transit workforce development. Its mission is to help urban, suburban, tribal, and rural public transportation entities recruit, hire, train, and retain the diverse workforce needed now and in the future.

www.transitworkforce.org | twc@transportcenter.org