

# Applying the Principles of Mobility Management...

*And Why You Should*

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Easterseals



**Tri-State Transit Conference 2025**  
**Portland, Maine**



- ❖ Independent Organization
- ❖ Works in the spaces between
- ❖ Convener & Coordination Instigator
- ❖ Policy Change (Advocacy)
- ❖ Technical Assistance
- ❖ Strategic Innovation & Project Implementation




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# Mobility Management Is:

A **Theory & Approach** to delivering mobility services (Philosophy)



An **Operational Model** for delivering mobility services (Network)



A **Mobility Professional** coordinating & assisting with the delivery of mobility services (Mobility Manager)



# Understanding the Terminology “Mobility Management” & “Mobility Manager”

- These terms can be confusing to our transportation professionals, partners outside our sector, and policy makers.
- The “Org Chart Problem”: Many hear mobility management or manager and think, “another administrative position – just what we need” or “What value does another manager position bring to our goal of increasing ridership?” While some mobility managers may serve in management roles, like a statewide mobility manager, many are working in an agency or region as part of a larger team or network.
- Both Terms are reflexive in nature. It asks the question, “what is being managed” and the answer is “mobility”.
- This may seem like a minor sticking point, but it has and will continue to be a barrier to adopting mobility management unless we develop a basic shared understanding.
- Veterans in the industry will tell you that names or shiny things come and go, but we have been doing this work all along. There is some truth to that, but naming it isn’t a bad thing!

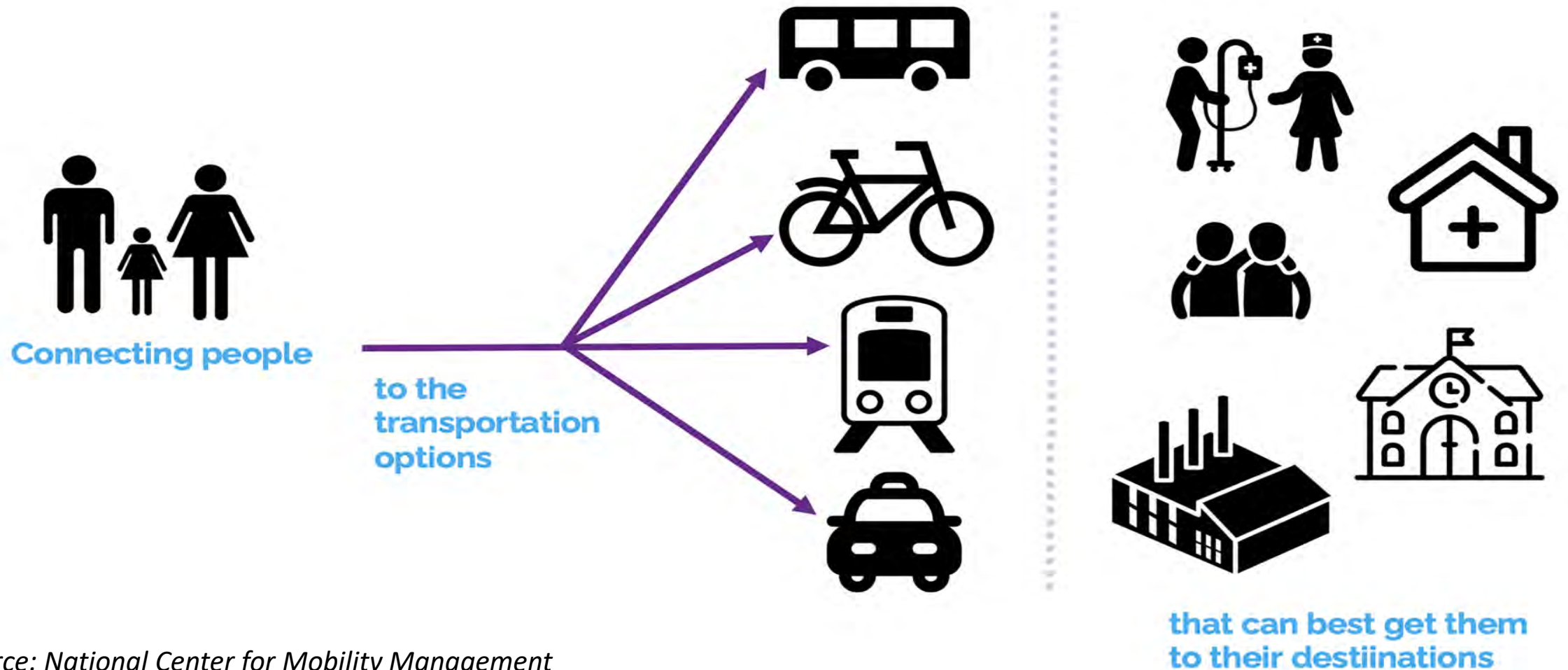
# FTA Defines Mobility Management As

- A capital project that consists of "short-range planning and management activities and projects for improving coordination among public transportation and other transportation service providers."
- Source: Federal Transit Law (49 U.S. Code § 5302)
- Let's dig deeper!



# Mobility Management Connects People to Transportation Options

## Part 1



# Mobility Management Works Across Sectors with Partners

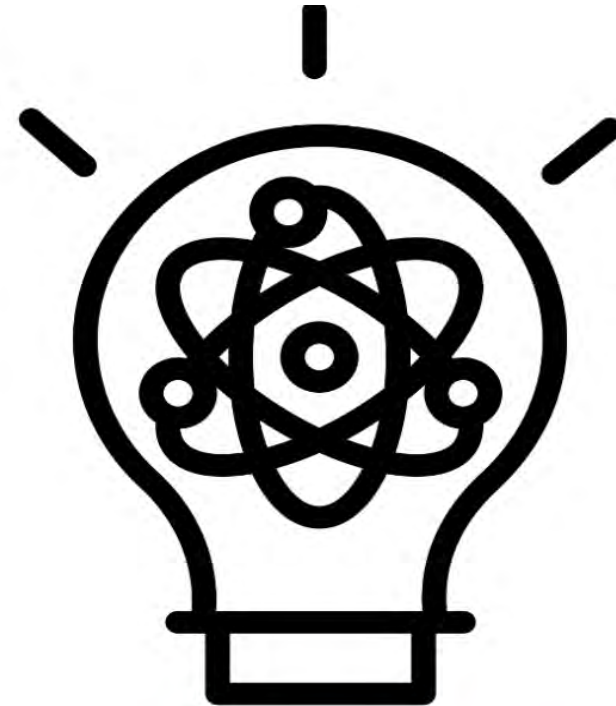
## Part 2



Working  
across  
sectors  
with  
partners



to understand  
people's  
transportation  
needs



and together create  
the new services that  
respond to those  
needs

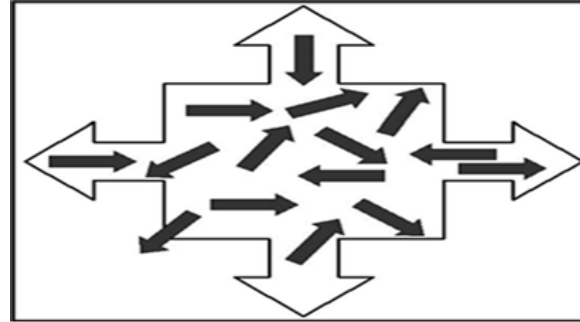
# A Mobility Management Approach Augments Traditional Transit Planning & Outcomes

Mobility management differs from traditional transit planning by:

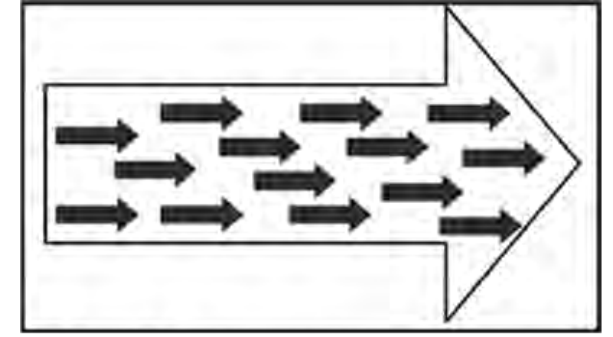
- Placing the individual customer at the center of transportation services.
- Using a "big picture" view that considers a person's entire trip from start to finish with a specific focus on "last mile" issues.
- Focusing on diverse travel options and modes that work for a customer, instead of a single mode, operator, or fixed route – the one-size fits all approach.
- Coordinating service providers, including public transit, human service agencies, and private operators to build a more efficient and effective transportation system.
- Emphasizing advocacy, innovation, fund braiding, and partnerships to improve the transportation system for all users.



*Happy  
Customer*



*Without mobility management strategies  
providers & modes lack coordination &  
shared purpose*



*With mobility management strategies,  
Providers & modes retain independence  
but work collaboratively.*

# All About Coordination

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# Enter the Mobility Manager

A mobility manager is a professional who acts as a facilitator and resource.

No two mobility managers look alike. Their responsibilities will vary according to local need, but the theory and approach of mobility management remains a constant.

# Mobility Manager Duties May Include

- **Service Broker:** Connecting customers with the most suitable transportation options from a range of providers.
- **Travel Trainer/Navigator:** Providing personalized assistance to individuals, including travel training and trip planning.
- **Convening Stakeholders:** Bringing together different organizations and community members to identify barriers, gaps in service and develop solutions.
- **Policy Coordination:** Helping communities create and implement plans and policies that support coordinated transportation.



# Another Way to Think About Mobility Managers: Case Managers for Transportation

- Case Managers come in all shapes and sizes and operate in many different sectors
- A case manager working in healthcare or other social services usually provides a collaborative, client-centered process of assessing needs, developing a care plan, facilitating services, monitoring progress, and advocating for clients to meet their health needs and personal goals.
- Frequently, case managers coordinate services for a customer, client, or patient, but do not directly provide those services.

**JUST LIKE A  
MOBILITY  
MANAGER!**

# Unpacking the Person-Centered Approach to Mobility

- Traditional transportation focuses on routes and vehicles whereas a person-centered approach puts the individual's needs first; especially for older adults, people with disabilities, and low-income individuals.
- The heart of mobility management reflects this person-centered approach with the goal to ensure individuals have access to the trips they need to get to jobs, healthcare, goods & services, and maintain social connections.
- Both the traditional focus on routes and vehicles and the person-centered approach are needed. They are two sides of the same coin and should not be in conflict.
- **Operators focus on vehicles and routes. Mobility managers focus on individual needs. Together they achieve the sole reason Community Transportation/Public Transit, to provide transportation services to our residents.**

# Requirements for a Person-Centered Approach

## Key Principles

- **Customized Solutions:** Instead of a one-size-fits-all approach, services are tailored to the individual's specific needs, abilities, and goals.
- **Flexibility and Choice:** Individuals are given a range of options, allowing them to choose the service that best suits their trip, whether it's public transit, ride-sharing, or a volunteer driver program.
- **Empowerment:** The goal is to empower individuals to travel independently. This includes providing travel training and easy-to-access information.

## Role of the Mobility Manager

- **Assessment:** Works with an individual to understand his/her travel needs, including destination, timing, and any accessibility requirements.
- **Resource Identification:** Identifies all possible transportation options in the community, not just traditional public transit.
- **Trip Planning:** Helps the individual plan his/her trips, coordinating between different services as needed.
- **Advocacy:** Works with service providers & policymakers to address gaps in the transportation network and advocate for the needs of their clients.

# The Benefits of a Person-Centered Approach

A person-centered approach to transportation creates a more effective and efficient system for everyone.

- **For the Individual:** Increased independence, access to jobs and services, and improved quality of life.
- **For the Community:** Reduced traffic congestion, improved air quality, and more efficient use of resources.
- **For Service Providers:** A more coordinated network reduces duplication of services and helps providers better meet community needs.



# The Mobility Manager Toolbox

Contains all travel  
options and  
modes available  
for a trip and  
works for a  
customer.



# First- Last Mile A Serious Challenge

Is a mode effective  
if the customer  
cannot access it  
safely?



# In Their Own Words: New Hampshire Mobility Managers

- This slide originally linked to a 12-minute video created by the NH Mobility Managers. It describes mobility management in NH and then showcases some of the work happening in our 8 regions.
- You can find this video on our [keepnhmoving.com](http://keepnhmoving.com) website and Transport New Hampshire's YouTube page using the following link:
- <https://youtu.be/h-7mMMYoMI8>



We Can Do This

But it's going to take work and a  
willingness to innovate

# THE FLYWHEEL EFFECT

BASED ON THE WORK OF JIM COLLINS



Excerpts from: *Collins, J. (2019). Turning the Flywheel (-1st ed.). HarperCollins Publishers.*

The flywheel—a massive metal disk mounted horizontally on an axle, about 30 feet in diameter, 2 feet thick, and weighing about 5,000 pounds.

Your task is to get the flywheel rotating as fast and long as possible.

Pushing with great effort, you get the flywheel to inch forward, moving almost imperceptibly at first.

You keep pushing, and the flywheel begins to move a bit faster.

Then, at some point—breakthrough! The momentum of the thing kicks in your favor, hurling the flywheel forward, turn after turn ... whoosh! ...

Its own heavy weight working for you. You're pushing no harder than during the first rotation, but the flywheel goes faster and faster.

Each turn of the flywheel builds upon work done earlier, compounding your investment of effort. A thousand times faster, then ten thousand, then a hundred thousand.

The huge heavy disk flies forward, with almost unstoppable momentum.

# FTA Formula Funding in Support of Mobility Management

FTA's definition of mobility management as a capital project allows for it to be funded with federal dollars. This financial support is intended to help communities coordinate and deliver transportation services more efficiently, particularly for transit-dependent populations.

**The primary formula programs that can be used for mobility management are:**

- ❖ **Section 5307:** Urbanized Area Formula Grants. This program provides funding for public transportation in urbanized areas with populations of 50,000 or more. Under this program, certain mobility management activities are considered eligible capital expenses.
- ❖ **Section 5310:** Enhanced Mobility of Seniors and Individuals with Disabilities. The specific purpose of this program is to improve mobility for seniors and people with disabilities. Mobility management, which is a key component of coordinating services for these populations, is explicitly listed as an eligible capital expense.
- ❖ **Section 5311:** Formula Grants for Rural Areas. This program supports public transportation in rural areas with populations under 50,000. Mobility management programs are also an eligible activity under this funding.
- ❖ **Discretionary Grant Funding:** Competitive, not formula-based. These grants often provide funding to plan and implement programs with mobility management included that may otherwise not get off the ground.

# OPERATIONALIZING BRAIDED FUNDING



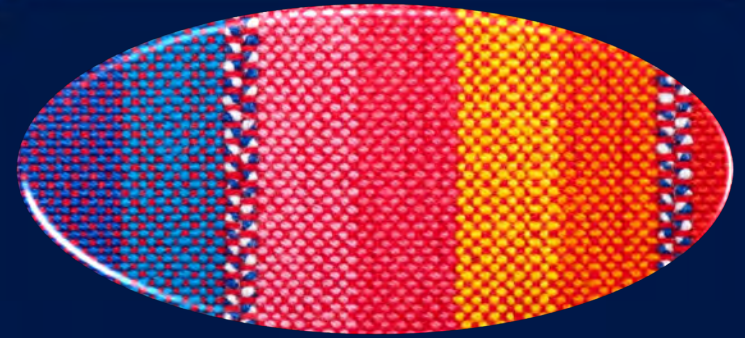
## Preparation

- Articulate your needs, barriers, goals, and outcomes.
- Identify the source(s) and amount of funds you bring to the table
- Identify potential partners and complimentary funding opportunities
- Identify shared goals/outcomes (funding & organizational)
- Develop your partner "pitch" including value brought & ROI



## Putting it Together

- Build consensus between partners.
- Develop a scope of work and timeline.
- Identify roles and responsibilities between partners.
- Get all necessary approvals for use, flex and, braiding of funds.
- Execute agreements/MOUs.



## Implementation

- Launch the project!
- Develop strategies to address unforeseen challenges.
- Assesses progress.
- Make any necessary course corrections.
- Rinse & Repeat!
- Tell your story.



# Lessons Learned From the Field

- Operationalizing mobility management (regardless if initial startup or expansion) is the first step. Without a plan that is clear and builds consensus the process will be riddled with delays & misunderstandings at best and collapse at worst.
- A large infusion of cash is not enough to make mobility management work, BUT money IS required.
- Champions are required who can outline a vision AND speak truth to power.
- Consensus building is required at every level. Top down & bottom-up planning processes will help!
- State agencies must be able to see the benefit of supporting mobility management - how it will help meet agency goals, benefit its clients, etc., before braiding of resources (time, money, infrastructure, etc.) can even be considered.
- Anecdotal data/stories are great, but it must augment hard data for agency-level and legislative buy-in.
- Professionals across sectors (and the public) must know what mobility management is, how it can help them do their jobs and who the mobility managers are that they can reach out to for help.
- Sustainability will be a challenge after one-off infusions of cash; especially when resources are scarce.
- Coordination must be nurtured and sustained – not a one and done task!

# PITFALLS TO WATCH FOR & AVOID

Remaining in Silos

Resistance to change simply because something has always been done a certain way

Decision makers rejecting or ignoring stakeholder input & suggestions

Fragmentation

Abandonment of effort without giving it time to mature

Retribution for speaking out

Risk adverse simply to avoid potential failure

Lack of resources (money, time, people)

Poor communication

Difficult group dynamics

# The Association of Mobility Managers



*Empowering Sustainable  
Mobility for All*

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The Association of Mobility Managers (AOMM) was developed by mobility management professionals seeking excellence and a higher level of support.

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Our mission is to empower members with the resources, connections, and knowledge needed to champion innovative, flexible, and sustainable mobility solutions.

# AOMM Core Commitments

Empowerment  
through  
Information

Responsive  
Design

Collaboration &  
Advocacy

Guided  
Implementation

Sustainable  
Innovation

Economic  
Resources

# Association leadership that has on the job mobility management experience



Ed Thomas was born in Monett, Missouri, and grew up in Ozark, Missouri. He became the Executive Director for the Camden County Senate Bill 40 Board, dba Camden County Developmental Disability Resources (CCDDR), in March of 2012. Since joining the CCDDR team, Ed serves in various professional and community service roles.



Calvin M. Glover is the Regional Mobility Manager for Aaron E. Henry Community Health Center/DARTS Transportation, where he applies his extensive experience in healthcare administration and strategic planning to enhance community health services. Born and raised in Clarksdale, Mississippi, Calvin is the second of three children.



As the Mobility Management Director at the Oklahoma DOT, Olivia Hook is responsible for implementing the new Oklahoma Mobility Management Program. Previously, Olivia was the statewide mobility coordinator at the Ohio DOT, where she led the Nationally recognized Ohio mobility management program.



Michelle Coats was the first full-time Mobility Manager in Kansas and works closely with all the public transportation providers in eight counties. She has helped to establish the 81 Connection fixed route, the Kansas Rides website, KANcycle regional bike sharing, the Moving Kansas Network, the Salina Mobility Working Group, the Saline County Food Action Team, and more.



Enjoli Dixon is a seasoned professional with over 20 years of experience in the design and transportation industry, both in the U.S. and internationally. She is renowned for her advocacy in public transit and mobility management, making significant contributions across public, private, and non-profit sectors, particularly through the Coordinating Council on Access and Mobility (CCAM).



Steven Workman, the Special Advisor to the AMM Board, is the Director of Transport New Hampshire which provides technical assistance to build capacity & partnerships across government agencies, coordinating councils, providers, and stakeholders to increase public and elected officials understanding, support and use of transportation services in N.H.

The **Association of Mobility Managers** was built on a shared vision of advancing mobility solutions and fostering collaboration among transportation professionals.



# New support for mobility professionals both new and experienced

Members gain exclusive access to industry insights, best practices, and a collaborative network dedicated to connecting communities and enhancing transportation options tailored to local needs.

By joining, mobility managers have the tools and support to make a meaningful impact in mobility and expand their reach as a leader in creating accessible, inclusive transportation for all.

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# Join today!

Mobility management is not just public transportation; it is also planning and economic development. Such a critical program needs an association that understands and supports mobility management professionals.

To join, please visit our website at

[associationofmobilitymanagers.com](http://associationofmobilitymanagers.com)

Or email us at

[intlassocofmobilitymanagement@gmail.com](mailto:intlassocofmobilitymanagement@gmail.com)



# FINAL THOUGHT: WE HAVE A CHOICE WHAT WILL YOU CHOOSE?





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