



# Coordinated Human Services Mobility (CHSM) Plan

## Plan Overview

February 2026



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# Background

# 5310 – Human Services Transportation Program



DPRT administers FTA Section 5310 program for Virginia's:

- Rural areas,
- Small Urbanized Areas, and
- Large Urbanized Areas of Richmond, Roanoke, and Hampton Roads.

**FTA requires a Coordinated Plan (CHSM) to receive Section 5310 funding.**

**COORDINATED HUMAN SERVICES MOBILITY PLAN**

# CHSM Planning Purpose



- **Identify local transportation needs** for people with disabilities, seniors, veterans, low-income residents, and provide strategies for meeting them.
- **Prioritize transportation services and projects** for funding and implementation.

# 2025 CHSM Update Goals

01

Identify transportation needs of people with disabilities, seniors, veterans, and low-income residents

02

Understand the gaps in access to transportation that limit mobility

03

Provide feasible, measurable, and impactful strategies

04

Clarify funding sources to support implementation

05

Recommend opportunities to improve Section 5310 program administration

# CHSM Update Process

Existing  
Conditions

Gap Analysis

Mobility  
Management

CHSM Plan

# Engagement Overview

## Purpose:

- Gather rider and provider input on **mobility needs, service gaps, and improvement priorities**.
- Ensure **accessible, real-time engagement** through in-person and digital methods.

## Key Feedback Themes:

- Need for expanded service capacity, regional coordination, reliable transportation options, and cross-jurisdictional travel.
- Demand for more vehicles, weekend/evening service, and better information on eligibility.

## AT A GLANCE

**10**

STAKEHOLDER  
MEETINGS

**120+**

STAKEHOLDERS  
ENGAGED

**650+**

SURVEY  
RESPONSES

**400+**

POP-UP EVENT  
PARTICIPANTS

# Engagement Overview: Stakeholders

## Stakeholder Groups Engaged:

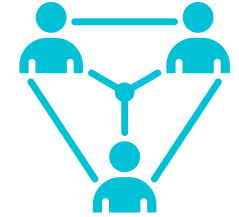
- **Interagency Advisory Group (IAG)**
  - Included state agencies, human service and transportation providers, nonprofit organizations.
  - Highlighted needs around funding, local trip accessibility, partnerships, and technical assistance.
- **Mobility/Case Manager Advisory Group**
  - Identified regional challenges: driver shortages, limited non-medical trips, jurisdictional travel barriers, volunteer capacity, and rural/urban access gaps.



### Interagency Advisory Group (IAG)



Four Meetings



### Mobility/Case Manager Advisory Group



Six Meetings

# Engagement Overview: Public

## Public Engagement Activities:

- Outreach via CHSM Plan website, social media, and e-blasts
- **Pop-Up in a Box Events** (September – October 2025)
  - Provided pop-up engagement kit
  - 10 in-person events hosted
  - 400 participants across the Commonwealth
- **Initial Statewide Provider and Rider Survey** (April – May 2025)
  - 577 respondents
- **Final Goals and Prioritization Survey** (November – December 2025)
  - 78 respondents



# Existing Conditions

# Understanding Existing Conditions



Considered what exists now: demographics, transportation services, travel patterns.

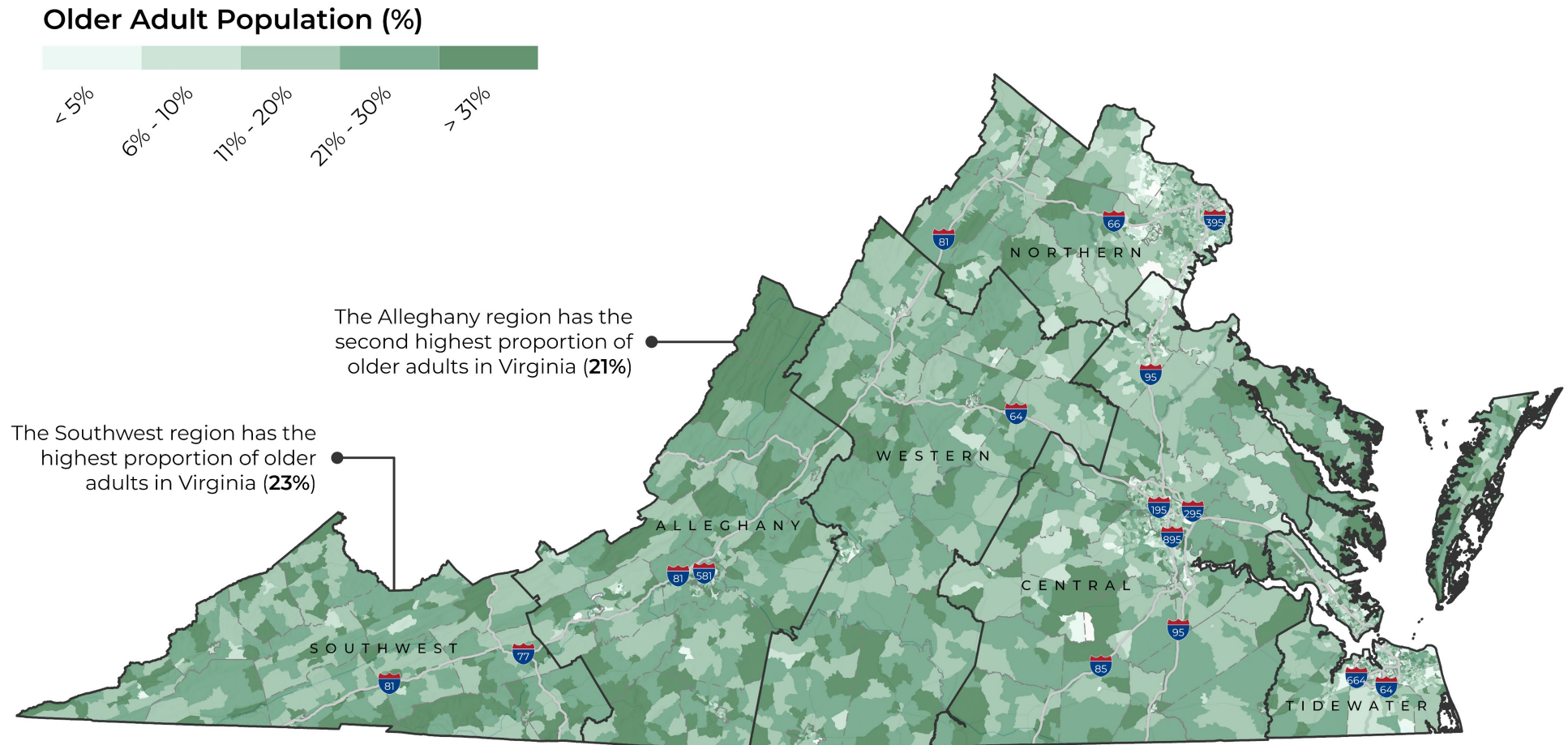


Asked riders and providers for feedback on how well current services are being provided.



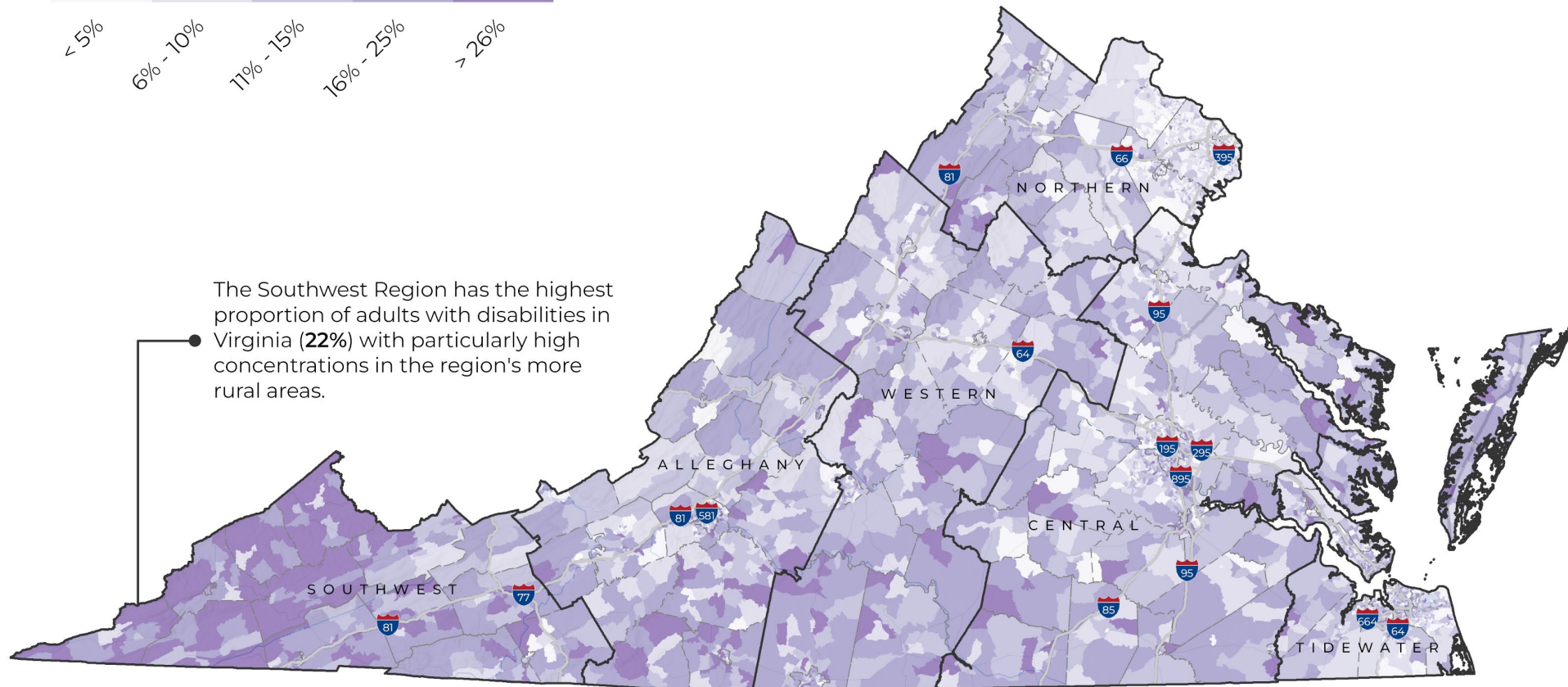
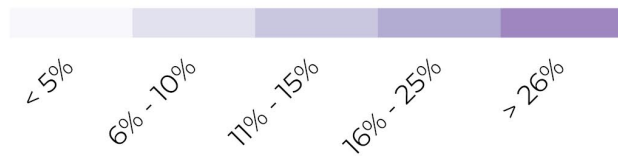
Mapped, analyzed, and graphed information.

# Example: Where Are Older Adults Concentrated?



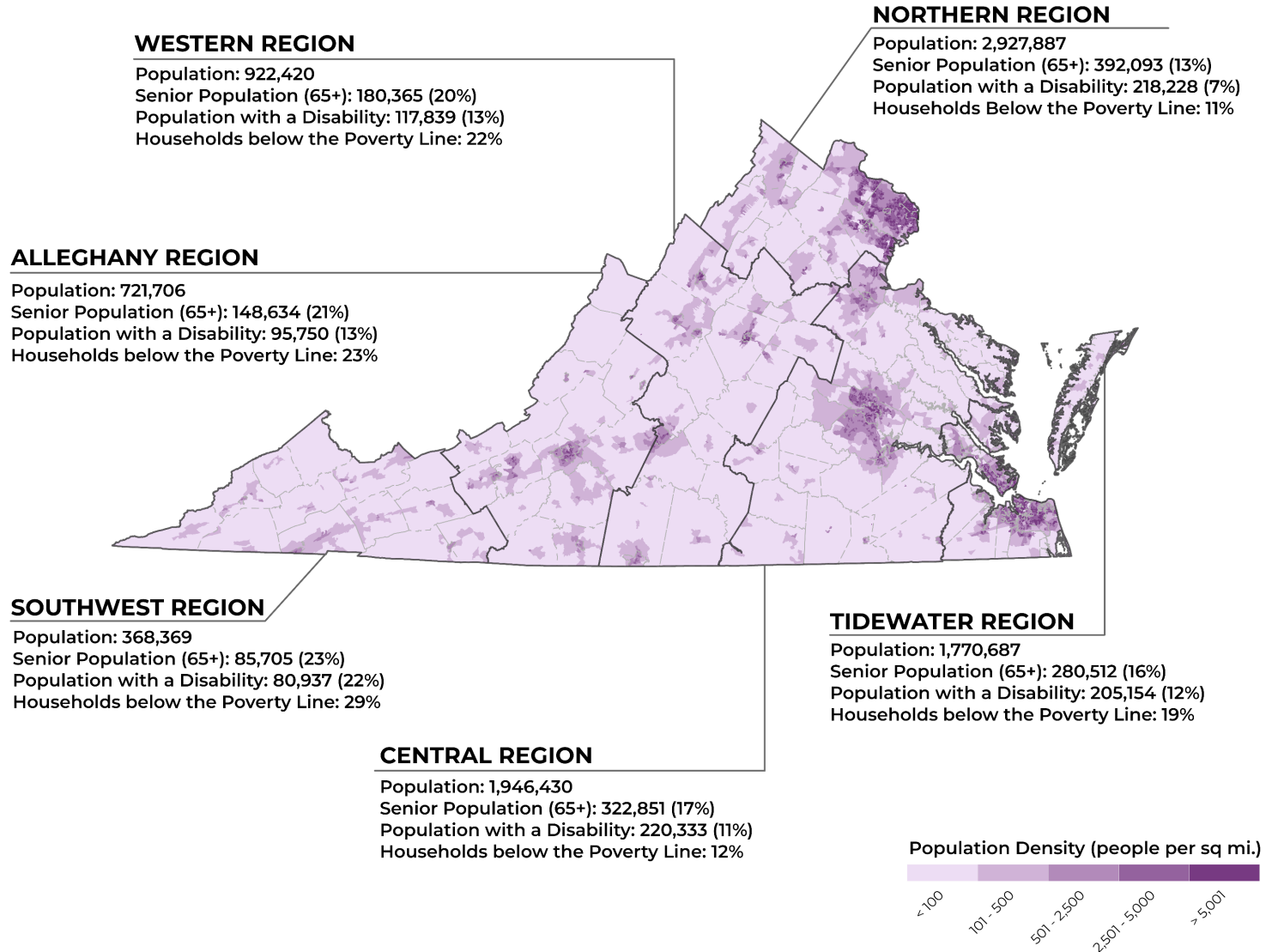
# Example: Where Are Persons with Disabilities Concentrated?

Individuals with a Disability (%)

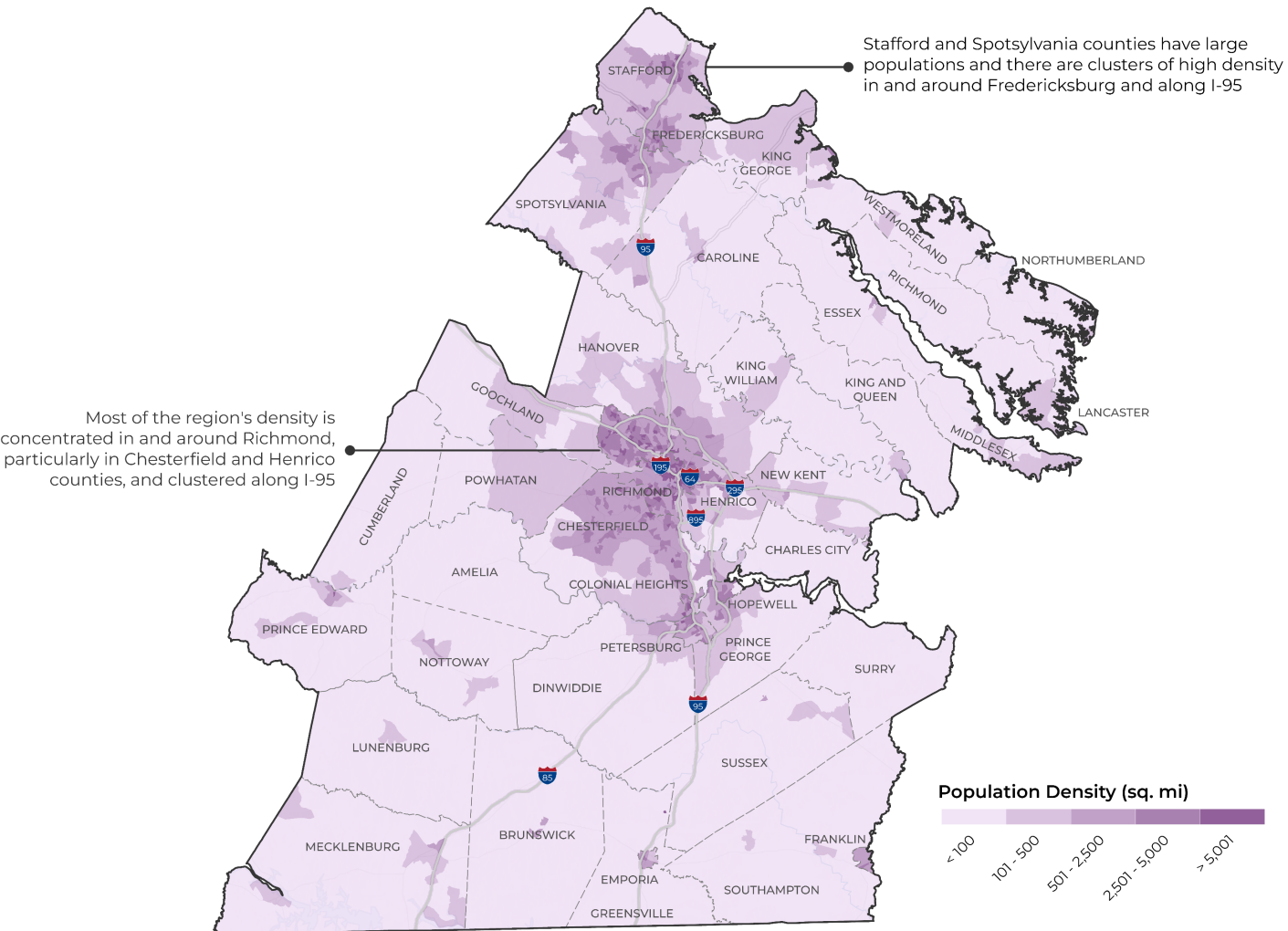


# Regional Conditions

- For each of the six CHSM regions, we **asked similar questions**.
- We also examined **data on how people travel** within the regions.

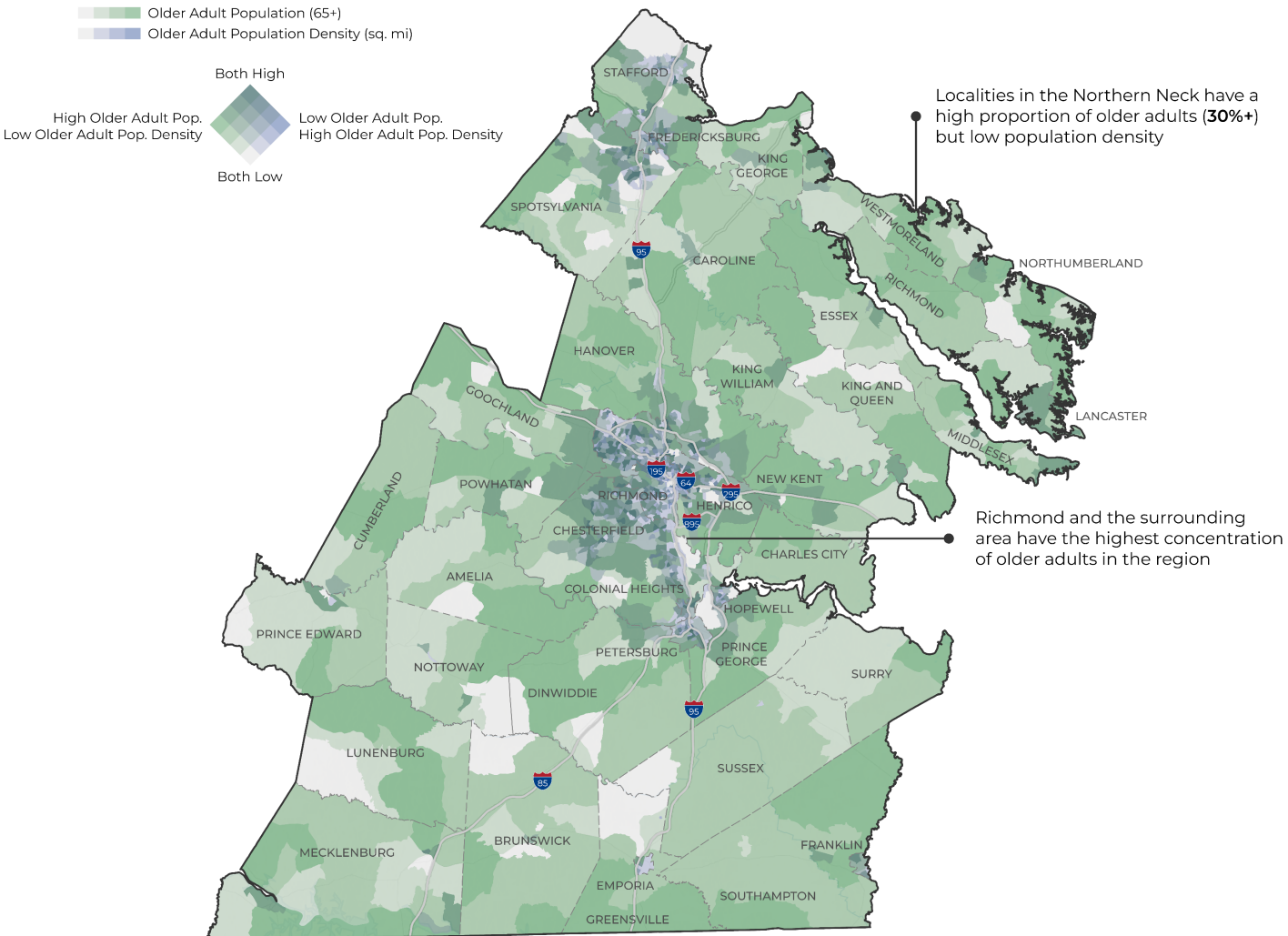


# Example: Central Region – Population Data



- **Population density:** 0.28 people per acre
- **Population:** 1.94 million
- **Number of Households:** 746,243
- **Average Household Size:** 2.6 people

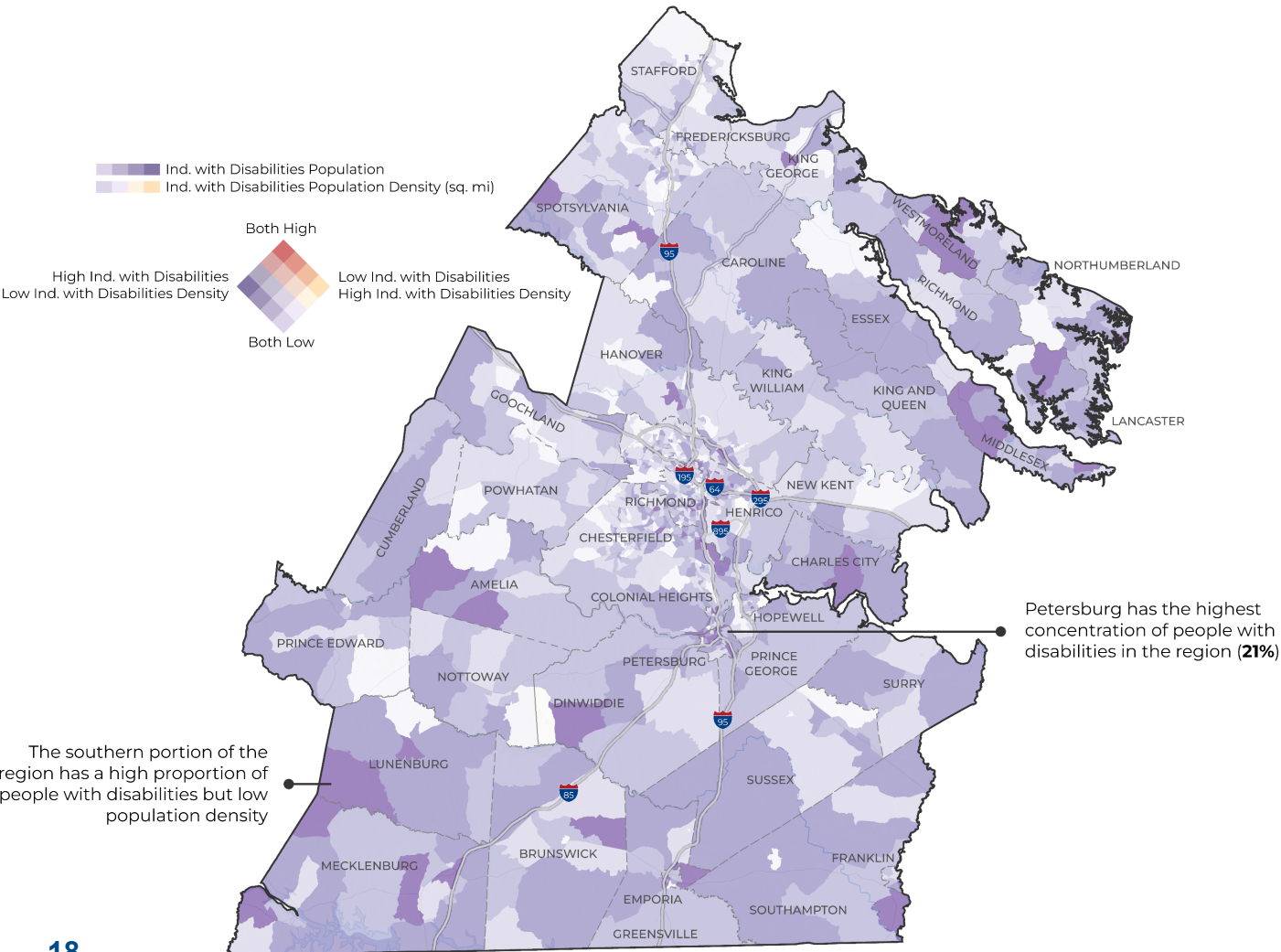
# Example: Central Region – Older Adults



- 16% of residents are age 65 or older.
- Older adults live across the region with concentrations in Northumberland, Lancaster, Middlesex, Surry, and Mecklenburg counties.

# Example: Central Region – Persons with Disabilities

- 11% of adult residents are disabled.
- Persons with disabilities live across the region, with concentrations in Nottoway, Dinwiddie, Lunenburg, Mecklenburg, Greensville, and Middlesex counties.

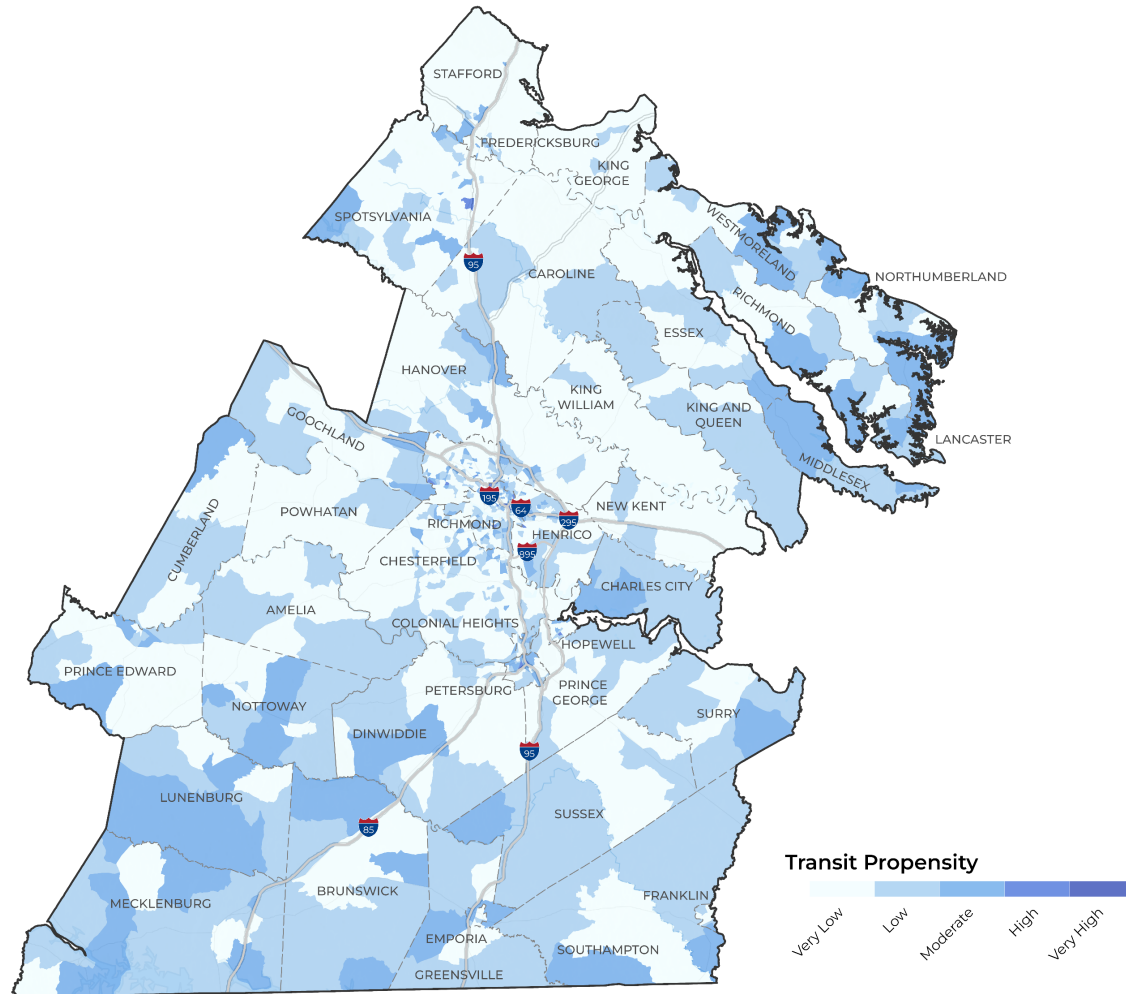


# Example: Transit Propensity Score

- Measure to help understand **where** populations that might be more likely to rely on transit or non-personal vehicle transportation live.
- Three demographic factors considered:
  - Older adults (65+)
  - Persons with disabilities
  - Zero-car households
- Mapped for each CHSM region.

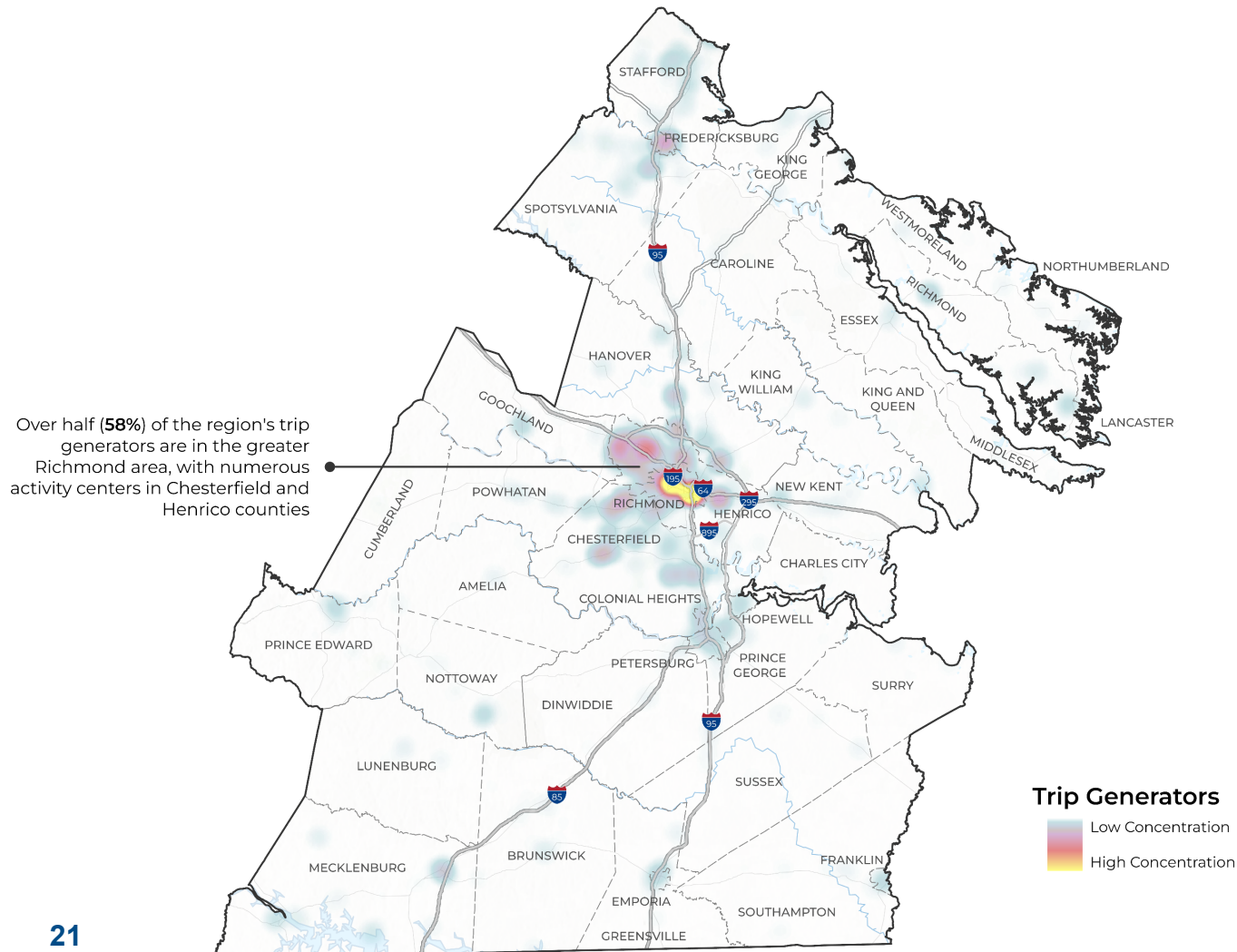


# Example: Central Region – Transit Propensity Score



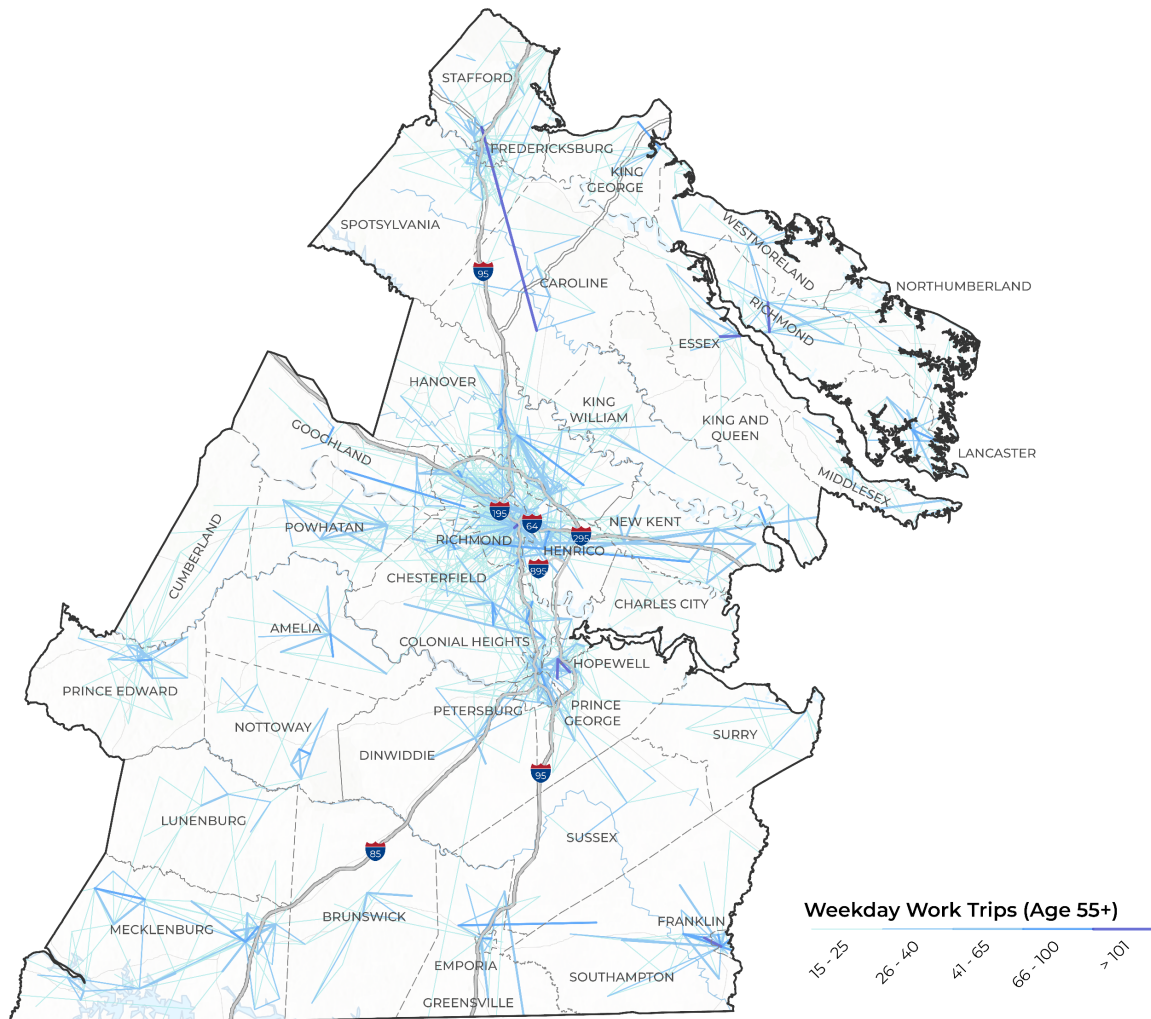
- Propensity score indicates likelihood of relying on transit options, based on demographics.
- Highest scores are in Richmond and Fredericksburg.
  - Also high in areas of Northumberland and Lancaster counties.
- Scores are lowest in Chesterfield, King William, Caroline and King George counties.

# Example: Central Region – Trip Generators



- Trip generators, or points of interest, are places people might travel.
- Trips are concentrated around Richmond and Fredericksburg.
- Highest count destinations include food, retail, and health services.

# Example: Central Region – Travel Patterns



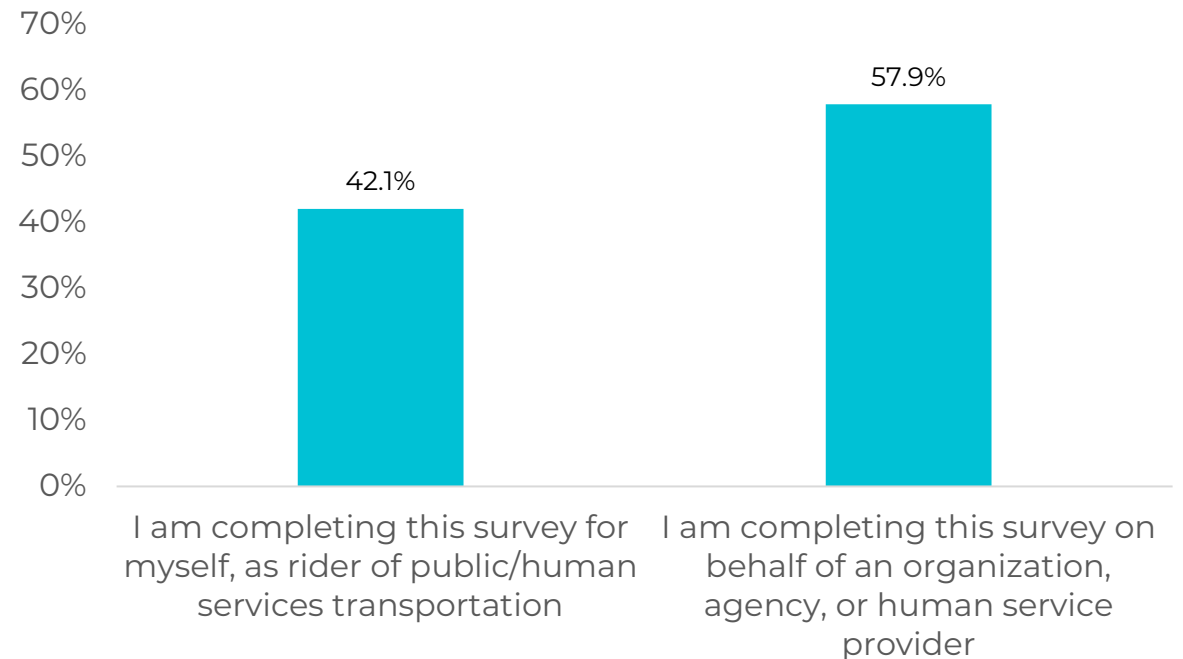
- Blue lines on map show weekday work-related trips taken by adults aged 55+.
- High volumes of trips around:
  - Stafford
  - Caroline
  - Chesterfield
  - Hanover
  - Southampton
  - Franklin

# Online Survey of Providers & Riders

- Conducted online survey of Virginia transportation providers and riders about services they offer and use.
- Goal was to understand how well services are working and identify any unmet needs.
- Majority of respondents were providers, many were riders.

## Are you completing this survey for yourself, or on behalf of an organization, agency, or service?

Responses: 573

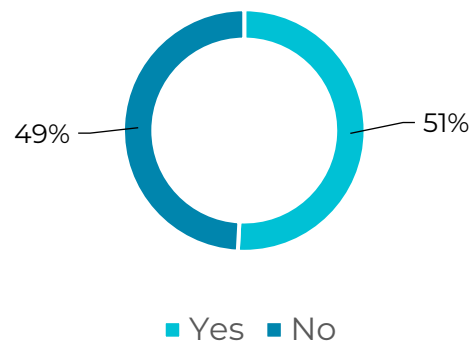


# Rider Characteristics

More than half of respondents reported that someone in their household has a disability that limits their mobility and 49% were age 65 or older.

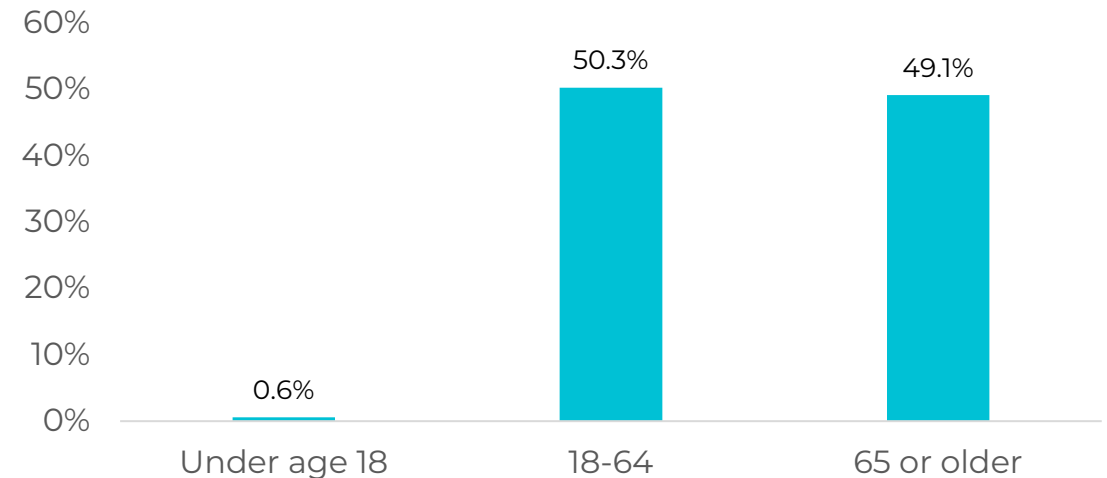
**Do you or someone in your household have a disability that limits their mobility?**

Responses: 177



**What is your age?**

Responses: 175



# Rider Characteristics

The most common destinations traveled to using transportation services are:

52%

Grocery or other retail shopping

44%

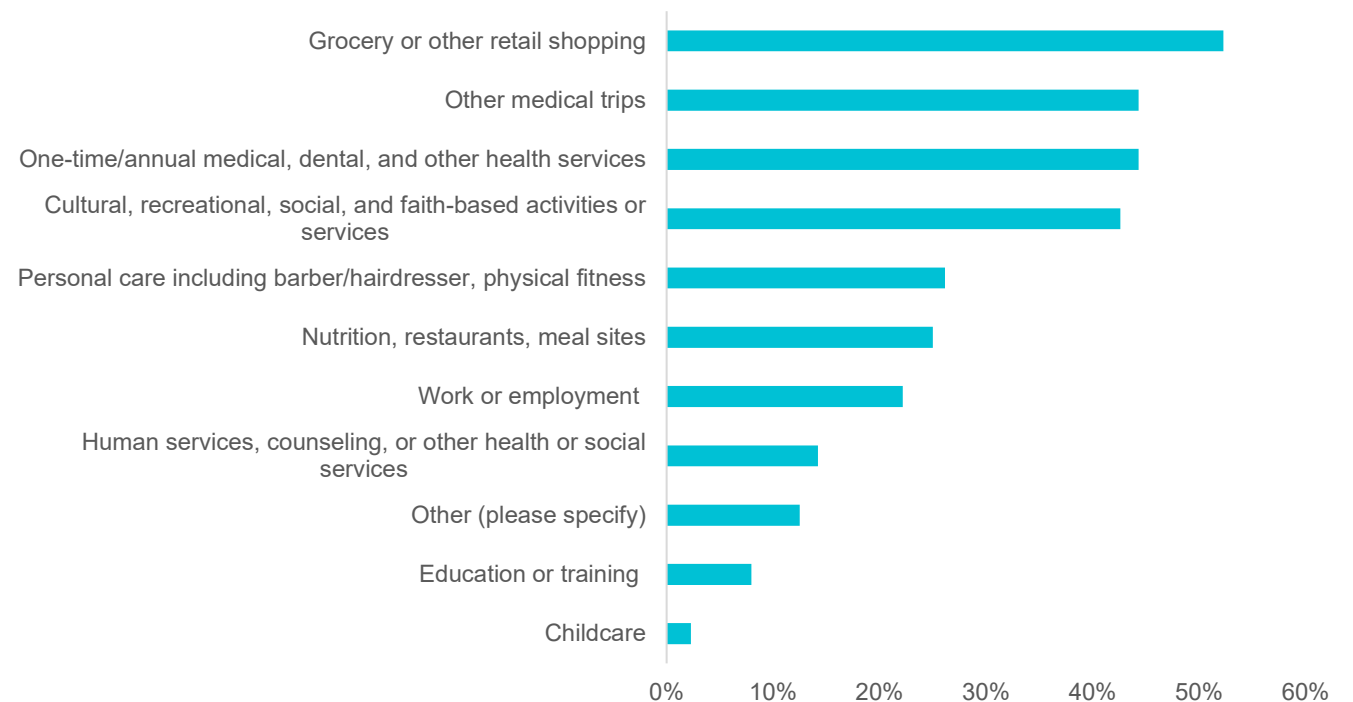
Health appointments, regular and one-time

43%

Cultural, recreational, social and faith-based activities

## What are the top three destinations you travel to, when using the providers above?

Responses: 176

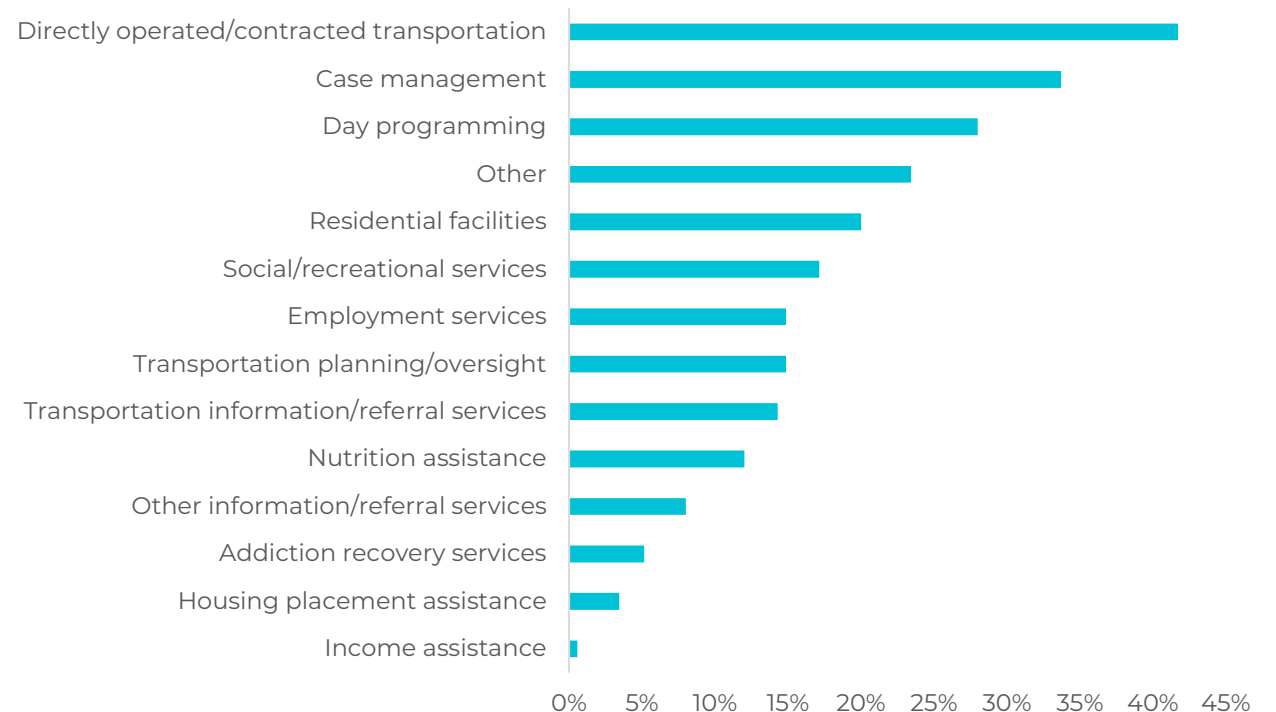


# Provider Characteristics

- 30% of respondents were Area Agencies on Aging or Community Service Boards.
- 40% were other nonprofit organizations.
- 10% of respondents were transit agencies.
- 40% directly operate transportation or contracted transportation services.
- Other respondents perform travel planning and oversight or provide travel information and referrals.

## What are the top three major functions or services of your organization?

Responses: 175

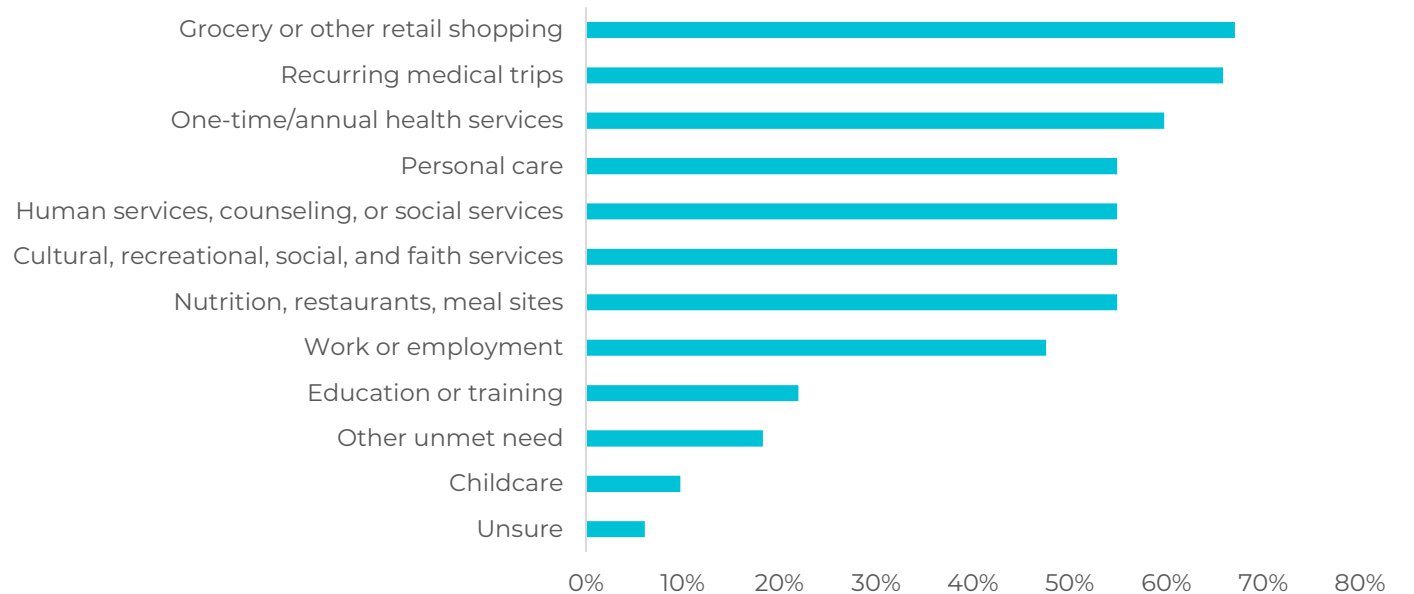


# Provider Services

- **Grocery store** trips and trips to regularly scheduled **medical appointments** were the most common unmet need.
- Other unmet needs that were specially mentioned were **trips to civic events or public meetings** and **trips for tourists**.

**What types of trips do your clients/customers most commonly need, but no (or too few) transportation providers are available to meet the need?**

Responses: 82



# Most Needed Enhancements

The survey asked riders and providers to share thoughts on the most needed enhancements for public transit and human service transportation



Three themes identified from 240 responses:

Service accessibility and expansion

Service frequency and reliability

Affordability

- Service accessibility and expansion
  - *“More individualized transportation (Uber-like), but drivers need to have some training/background so that they can effectively interact with people who might have varying social-interaction needs.”*
- Service frequency and reliability
  - *“Reliable services that are on time picking you up so you can be on time. Clean & Safe vehicles with vetted drivers.”*
- Affordability
  - *“There aren’t many accessible options for a person who is unable to drive, but also low income and can’t afford to uber everywhere.”*

# Our Takeaways

## From mapping and analysis:

- **Populations in need of transportation services** across the Commonwealth, some in concentrated areas of need, others distributed far and wide.
- Variety of **trip generators**, or points of interest, in all regions.
- Noticeable clusters of trip activity, or **travel patterns**.
- **Range of transportation services being provided**, many available to the public but also many with eligibility requirements.

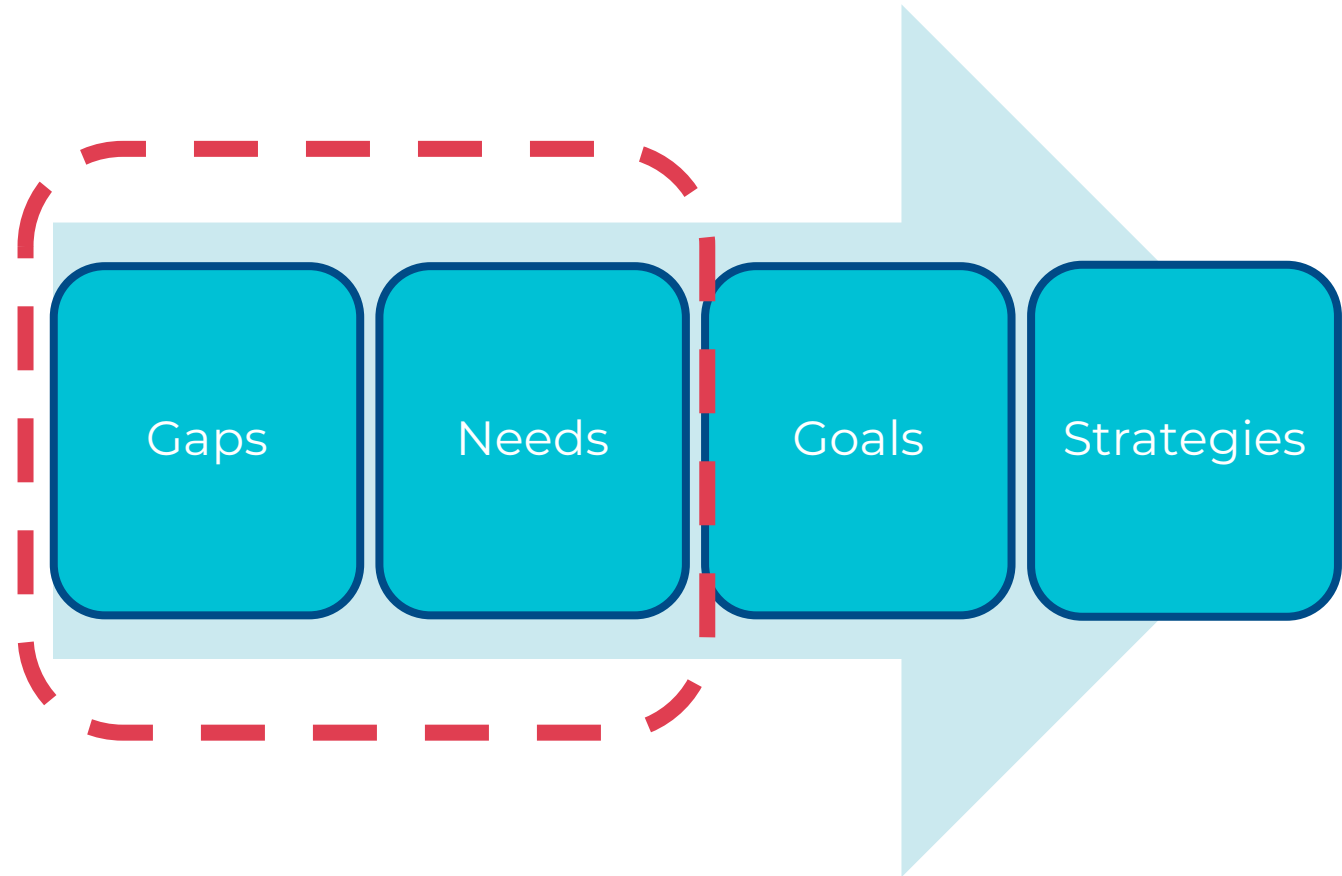
## From provider and rider survey:

- **Range of transportation services being provided**, many for older adults and those with disabilities.
- **Demand** for transportation services is far beyond what is provided.
- **Provider funding challenges** – operations, drivers, keeping services consistent with organizational core missions.
- For riders, **cost** of service, **length**, and **days/hours** of travel are challenges.
- **Shared appreciation and commitment to services**, while recognizing areas of challenge and need.

# Gaps & Needs

# Understanding Gaps & Needs

- Next, we sought to understand the service **needs and gaps** the existing conditions and survey findings pointed to.
- We spoke to more **stakeholders and service providers** to get a better focus on their experiences.
- Our goal was to uncover gaps and needs, to **guide development of goals and strategies**.



# Emerging Themes

- We uncovered several **statewide themes**.
- We also discovered **regional themes**, and needs and gaps more common in some areas than others.





# Demand Is Greater Than Capacity

- **Limited capacity restricts recurring trips**, limiting independence of transit-dependent residents.
- **Long-distance trips strain** human service transportation providers.
- **Rural areas face less transit coverage** and frequency, some without any providers.
- **Demand for medical trips** has increased.
- **Limited capacity for repeat trips hinders employment** for transit-dependent populations.



**“Transportation service (such as buses) that travel outside of our service area ... is sorely needed. The number of aging citizens who are unable to drive long distances is growing.”**

# Staffing Shortages Strain Providers

- Providers are **struggling to recruit and retain** drivers, operations, and administrative staff.
- There is **limited staff availability** for additional coordination meetings and activities.
- Staff turnover is leading to **institutional knowledge loss**, reducing capacity.

“

“Difficulty in **recruiting dedicated workforce**. Time needed to implement and **maintain a volunteer driver program**.”

# Funding Gaps Limit Growth and Reliability

- Limited funding **prevents expansion** to meet growing needs.
- Additional funding opportunities for **non-traditional transportation** are needed.
- **Single-year and competitive funding** sources undermine reliability of transportation and human services.
- Smaller providers can struggle to meet **reporting and other funding requirements**.
- Local transportation **funding structures** can limit regional options.

“

**Financial limitations** are the primary barriers to expanding services.”

# Coordination Challenges Limit Efficiency

- **Roles and responsibilities** of human service versus transportation providers are unclear at different points.
- Transportation providers are taking on human services **case management** for their riders, reducing capacity for other administrative tasks.
- **Regular regional meetings** with transportation and human service providers are needed to discuss needs and potential solutions.

“

**“Better training of transportation employees** in properly assisting those whom are challenged and safe access to vehicles of transport.”

# Unclear Information Hinders Riders

- Many riders or caregivers are unaware of **available transportation options**, particularly for human service transportation.
- Riders are unsure of how to make **regional connections or statewide trips**.
- Riders and organizations struggle to find **consistent information** across transportation providers.

“

**“More visible public information presence.** I get the feeling that there are services offered but I'm not sure if my wife can take advantage of them with mobility problems.”

# Regional Themes

- Many regions are facing similar issues.
- Geography and population density correlate with described gaps .
- **Urban areas** are generally facing:
  - Increasing rider needs, particularly for medical assistance during or after the trip.
  - Public may not be aware of the full range of services available in their area.
  - Larger regional coordination issues where human service transportation is left out of short- and long-term regional transportation planning.
- **Rural areas** are generally facing:
  - Administrative capacity issues for applying to grants, reporting requirements, etc.
  - Challenges taking riders across jurisdictional boundaries.
  - Length and distance of trips, and limited service hours and vehicles.

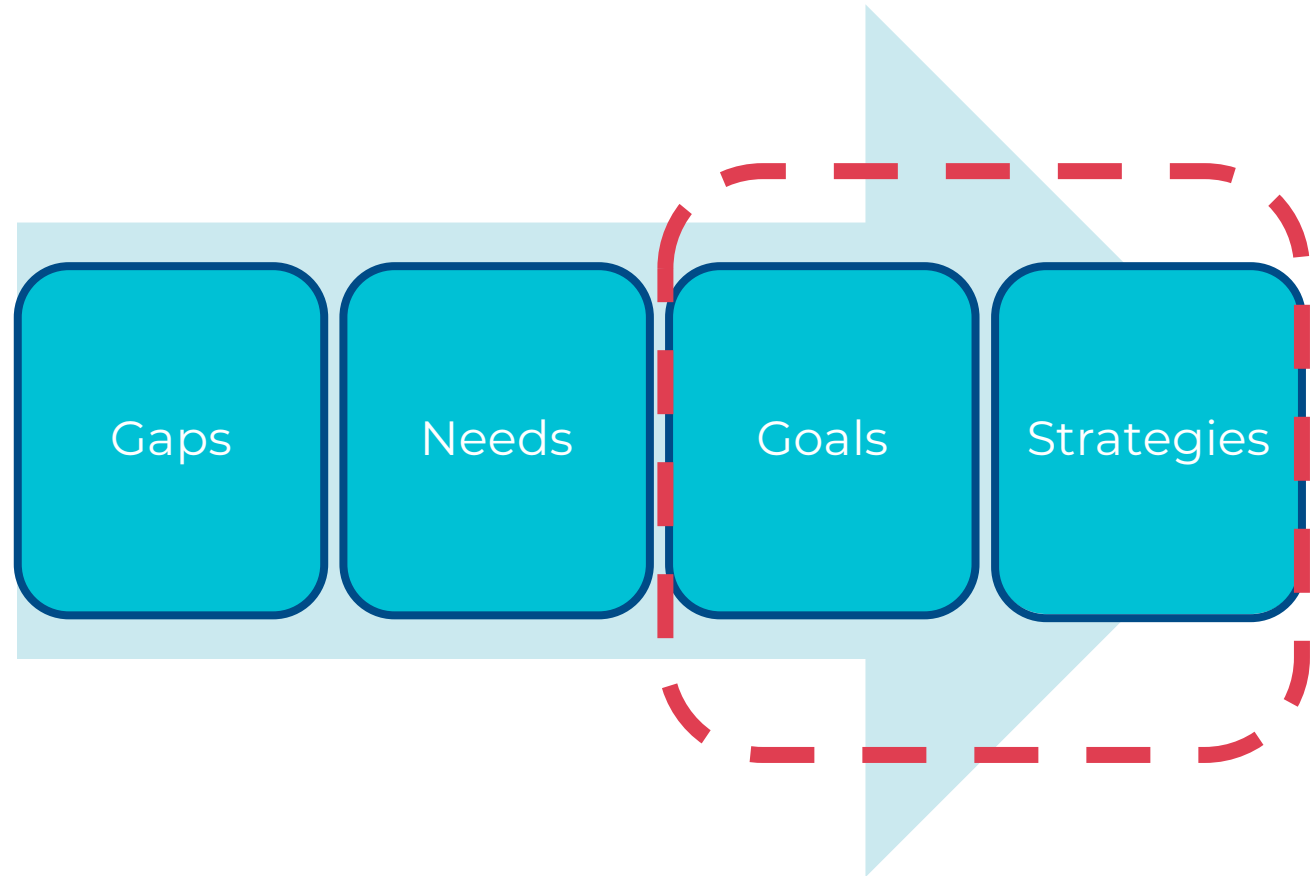
# Regional Gaps

	Northern	Alleghany	Western	Southwest	Central	Tidewater
Limited service		X	X			
Vehicle availability, types		X			X	X
Medicaid reimbursement		X				
Rural to urban travel			X		X	
Non-medical rides	X			X	X	
Medical service rides	X					
Public knowledge	X					X
Jurisdictional boundaries				X		X
Technology			X	X		

# Goals & Strategies

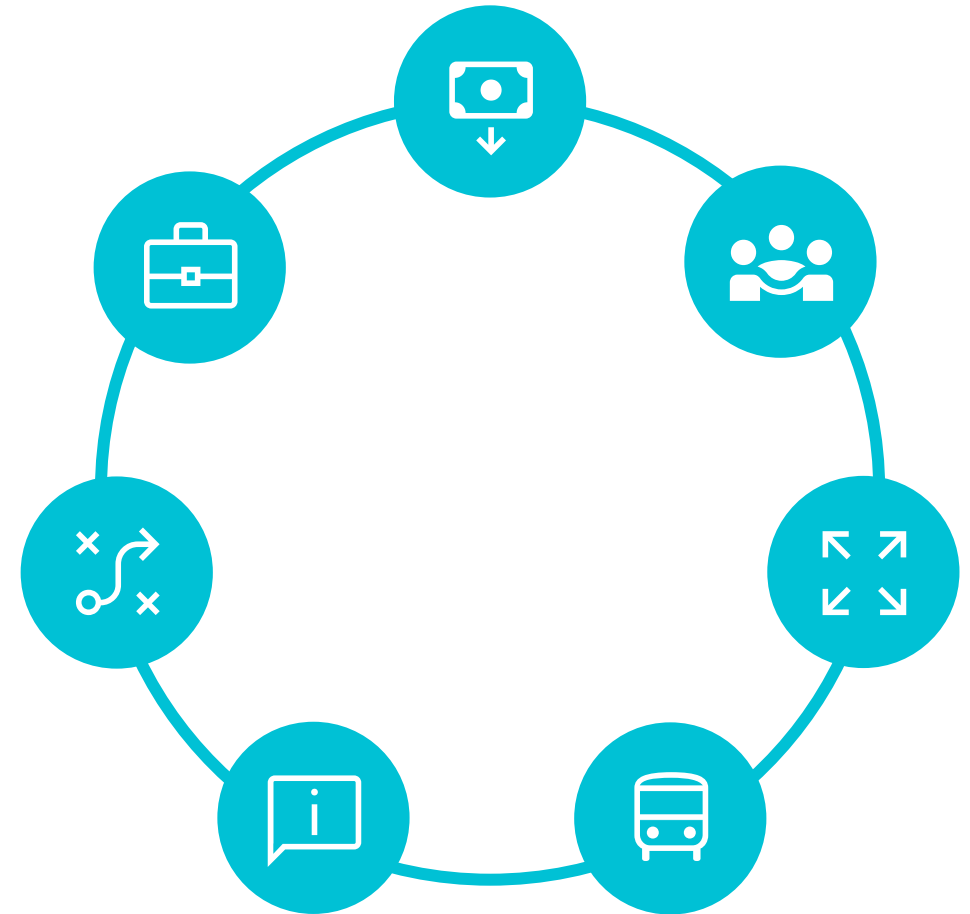
# Defining Goals & Strategies

- After stakeholder meetings, and existing conditions and gap analysis, we **used the input** to define goals.
- We used more analysis and stakeholder feedback to develop a **final set of goals and strategies.**

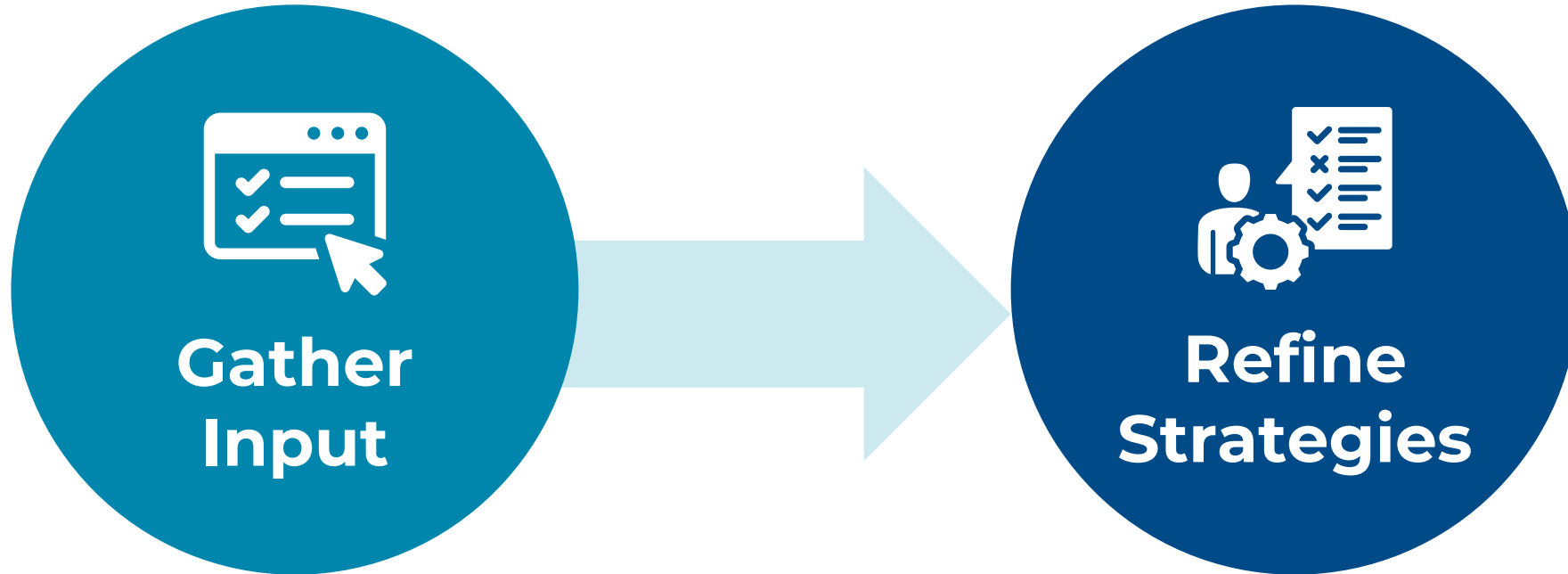


# Goals

1. Diversify **funding** sources
2. Additional **existing service** capacity
3. Service **expansion**
4. Increase **support** for riders
5. Consistent **information**
6. Human service transportation in the **broader planning** conversation
7. Structured and consistent **technical assistance**



# Prioritizing Goals & Strategies



Asked people which goals or elements of goals were **most important**.

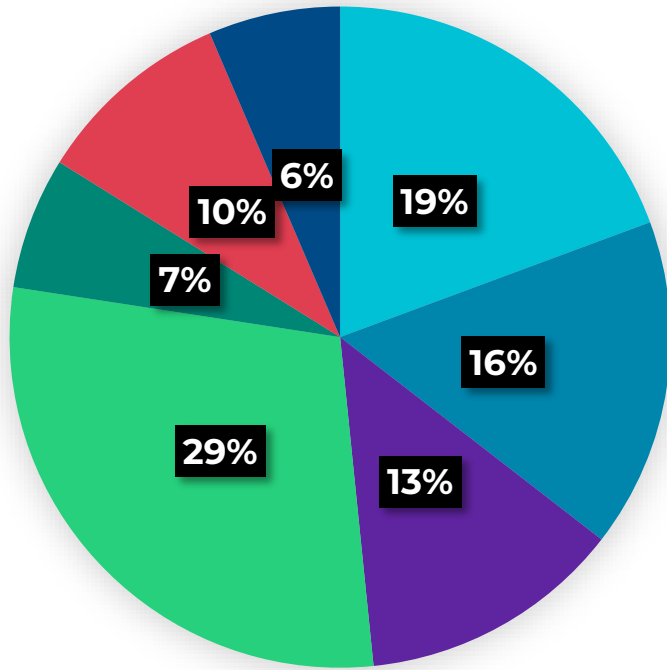
Developed **preliminary list of strategies** for each goal and refined them using input.

# Prioritization: Outreach & Analysis

## Most Important Transportation Goals

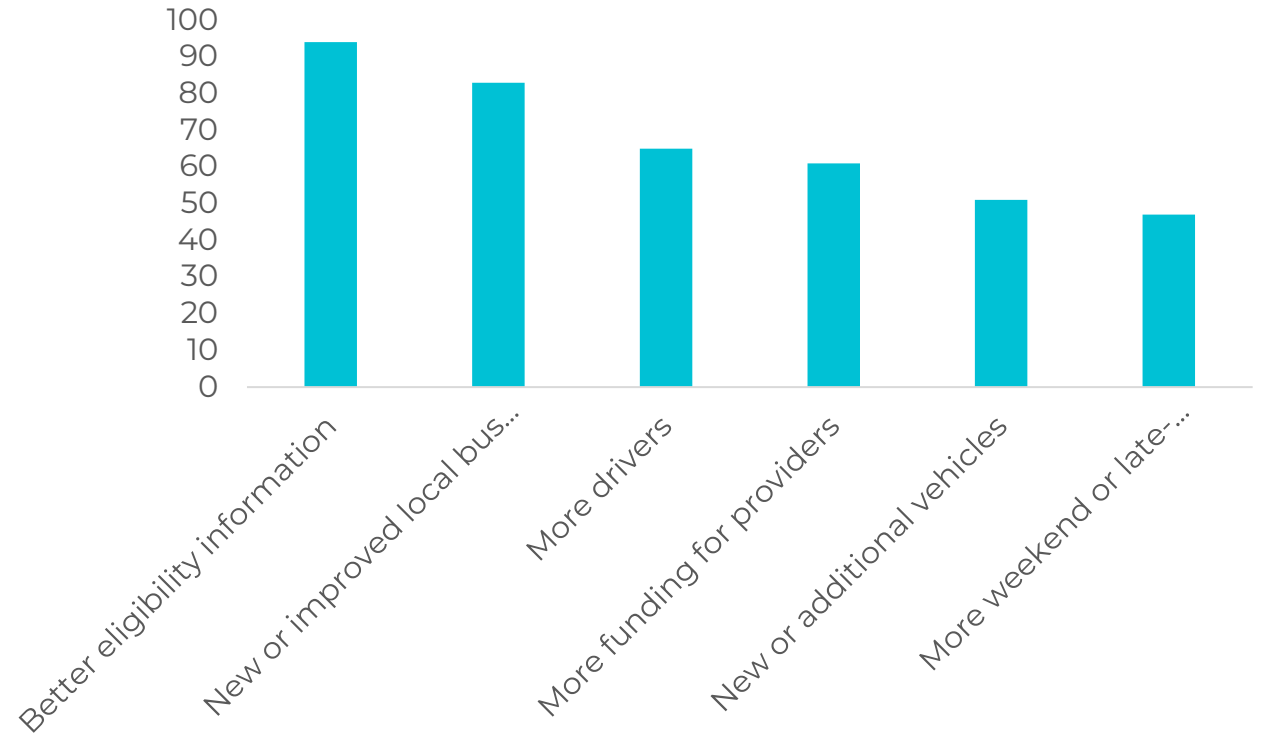
IAG Member Responses: 11

- Increase funding availability
- Add capacity for services
- Increase trip accessibility
- Service expansion
- Increase support for riders
- Capacity building / technical assistance
- Local coordination



## Top-Ranked Transportation Improvements to Improve Mobility

Pop-Up Attendee Responses: 211



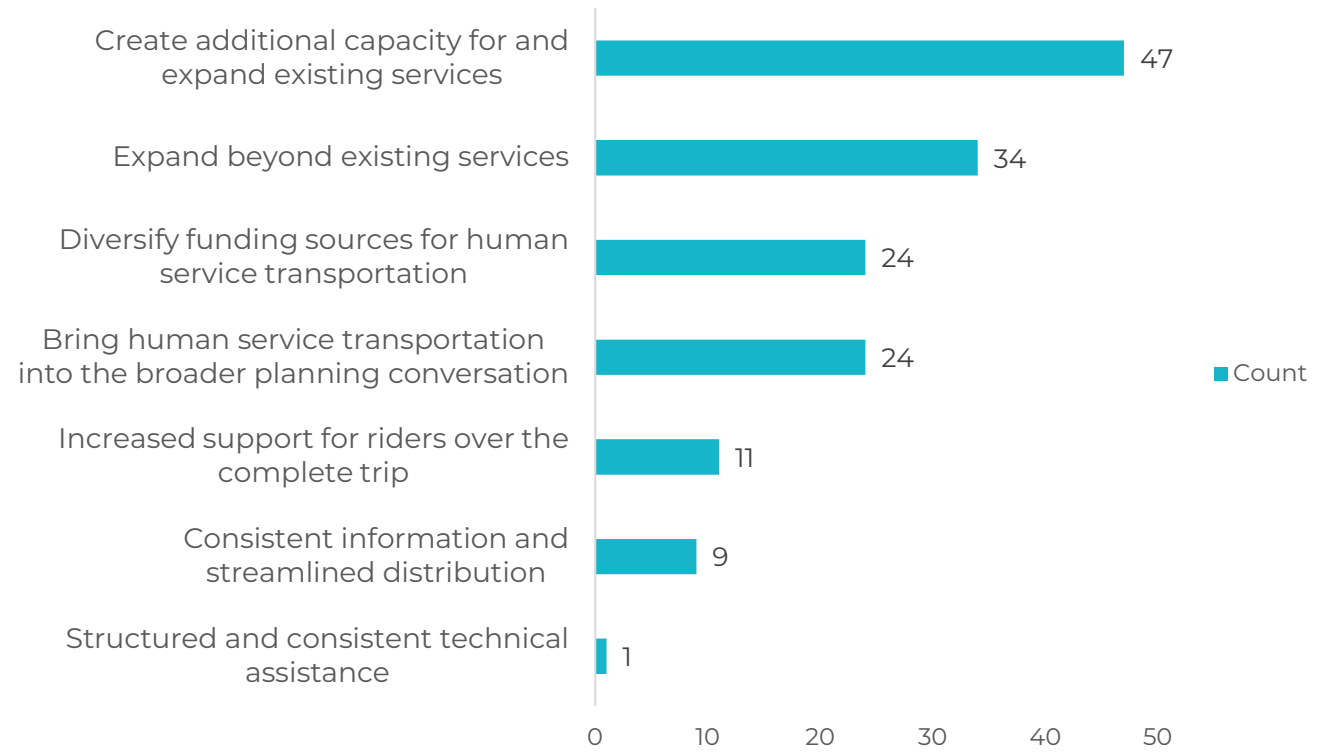
# Prioritization: Final Public Survey

**78**  
participants shared  
feedback

All CHSM regions  
represented, with largest  
share from the  
**Central Region**

## Which two goals are most important to you?

Responses: 75



# Prioritization: Final Public Survey

## TOP RANKED GOALS AND RELATED STRATEGIES



### **Create Additional Capacity and Expand Existing Services**

1. Coordinate locally to free up human service transportation capacity for recurring trips.
2. Increase incidental use of transit vehicles.

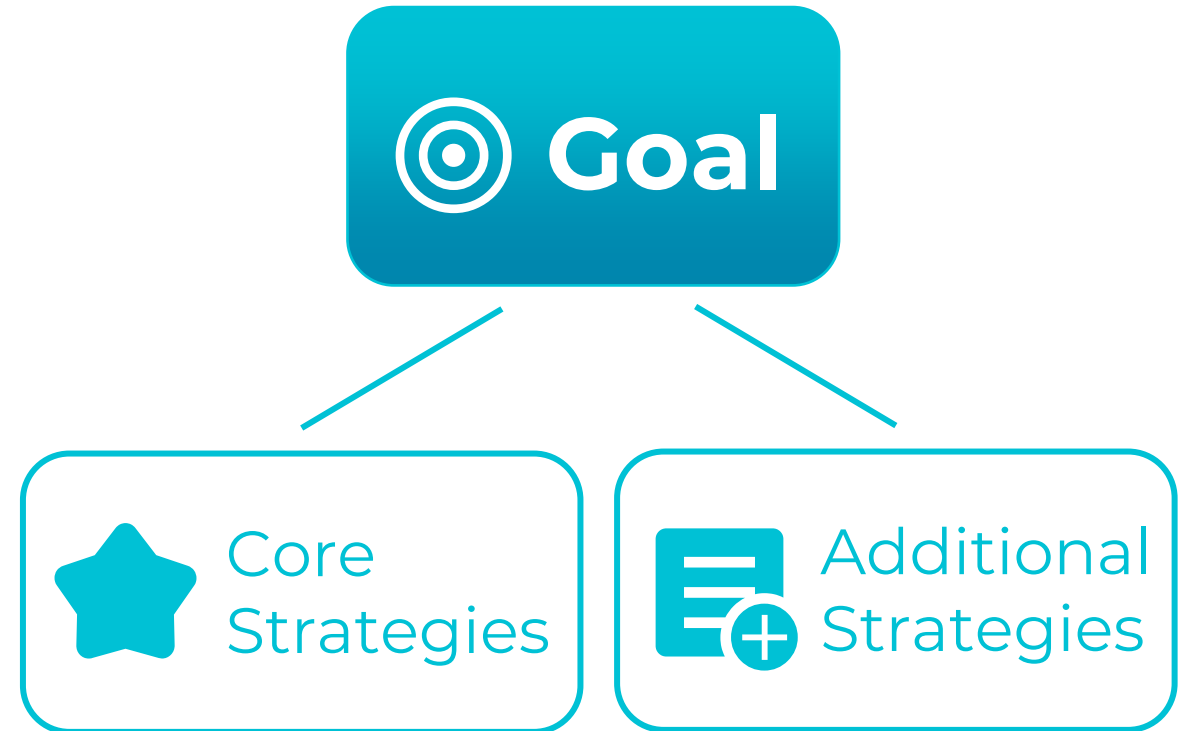


### **Expand Beyond Existing Services**

1. Provide a variety of modes to meet the needs of every individual.
2. Encourage the creation of more community transportation options, focused on community circulation and recurring trips.

# Goals and Strategies

- Each goal has two kinds of strategies: core and additional
- **Core** strategies are those that have already shown promise in Virginia and have been prioritized by stakeholders.
- **Additional** strategies, informed by stakeholders input or national best practices, are also listed as potentially useful for local applications.



# Goal 1. Diversify Funding

## Core Strategies

- Increase **fund braiding** to diversify funding sources for transportation programs.
- Increase local knowledge and capacity for **grant** applications and fund management.
- Identify **regional entities** with capacity to accept funding and provide or contract transportation services across jurisdictional boundaries.



# Goal 1. Diversify Funding

## Additional Strategies

- Provide regular technical assistance focused on **funding reporting requirements**.
- Create **catalog of non-transportation funding** sources and their eligibility available to providers in the state.
- **Promote existing resources**, such as 211, VA Navigator, and No Wrong Door, to find non-transportation partners in local communities.
- Engage **national technical assistance providers**, such as CCAM-TAC, to assist local and regional providers in identifying long-term funding opportunities.
- Establish and consistently **report outcome metrics** for human service transportation services to show their value to partners.

# Goal 2. Create Additional Capacity for and Expand Existing Services

## Core Strategies

- Coordinate locally to free up human service transportation capacity for **recurring trips**.
- Focus **volunteer** driver networks on the needs of daily life.
- Increase **incidental use** of transit vehicles.



# Goal 2. Create Additional Capacity for and Expand Existing Services

## Additional Strategies

- Provide technical assistance for recruiting and retaining transportation **staff**.
- Regional or statewide marketing campaign to **increase driver pool** for transit and volunteer services.
- Shared or otherwise integrated **software** that allows for shared trips between providers.
- Formalize **volunteer networks** with regional or state support for common items (e.g., insurance, software, etc.)
- Create regional or statewide **timebanks** to incentivize volunteers to contribute their time and labor.
- **Market volunteer opportunities** at local non-profit and volunteer organizations, such as Lions Club or Rotary International.
- Hold regular meetings with regional **employers**, focusing on job placement and commuting options for older adults and individuals with disabilities.
- Serve varying communities on **different days** to provide additional services over large geography.

# Goal 3. Expand Beyond Existing Services

## Core Strategies

- Encourage the creation of **additional** community transportation options, focused on community circulation and recurring trips.
- Increase utilization of **contracted** services.
- Provide a variety of **modes** to meet the needs of every individual.



# Goal 3. Expand Beyond Existing Services

## Additional Strategies

- Provide services with greater **geographical coverage**, providing service to entire counties to ensure individuals can get to the destinations they need to access.
- Hold **regional meetings** with volunteer organizations and human service organizations to proactively communicate needs, allay concerns, and tie volunteerism with human services that need support.
- Tap into faith-based communities for additional **volunteer** driving opportunities, particularly on nights and weekends.
- Create additional **first and last mile connection** services to assist individuals in accessing existing transit services.
- Create **micromobility programs**, such as e-bike libraries, for those who would like to take advantage of other modes of transportation.

# Goal 4. Increased Support for Riders Over the Complete Trip

## Core Strategies

- Hold regular **local and or regional meetings** for human service and transportation providers to discuss needs and ways to coordinate.
- Additional support services from **curb to door**.
- Support existing local **mobility managers** and encourage coverage across the state.



# Goal 4. Increased Support for Riders Over the Complete Trip

## Additional Strategies

- Utilize shared **scheduling software** with human service providers which allows them to directly schedule rides on behalf of their clients.
- Utilize software allowing family members or care takers to **schedule rides**.
- Integrate transportation **needs screening** and options into human service provision.
- Partner with local healthcare providers to increase **wrap-around services** for riders at their locations.
- Increased case management and **travel training** for adults with limited independence.
- Standardized **communications** language for Transportation providers on vehicle lift limits and options for those with oversized mobility devices.
- Coordinate **Managed Care Organization (MCO) benefits** in a given region to better support community transit and wrap-around services.

# Goal 5. Consistent Information and Streamlined Distribution

## Core Strategies

- Introduce human service transportation to other **local conversations**.
- Establish **travel training** programs to help community members understand their options.
- Create **single sources** of regional human service transportation information.

The screenshot displays the VirginiaNavigator website. At the top, there are navigation links for 'For Caregivers', 'For Providers', 'Login', and 'Register'. The main header includes the '24' logo, the 'VirginiaNavigator' name, and buttons for 'Find Services', 'Learn', and 'Our Websites'. A large banner image shows a woman hugging a child, with the text 'Your Nonprofit Guide to Aging, Disability, and Veterans' Services in Virginia'. A search overlay is present with a 'Search by keyword' field, a 'Select City/County' dropdown, and a 'Search' button. Below the banner, the 'Our Family of Sites' section features three cards: 'disAbilityNavigator' (with an image of a woman and a child), 'SeniorNavigator' (with an image of an elderly man), and 'VeteransNavigator' (with an image of a family). Each card includes a brief description of the service.

# Goal 5. Consistent Information and Streamlined Distribution

## Additional Strategies

- Establish regional or statewide **standards** for human service transportation information.
- Create **templates** for systems to use for websites or other marketing materials to encourage the sharing of information.
- Local **points of contact** for human service and transportation questions.
- Build on **existing resources**, such as VA Navigator, to build online sources of transportation information.
- **Single source** of information and booking for transit providers across the state, such as a Mobility-as-a-Service (MaaS) app.

# Goal 6. Bring Human Service Transportation into the Broader Planning Conversation

## Core Strategies

- Create regional Human Services Transportation Plans to create **regional project pipelines**.
- Bring community transportation into local land use **planning conversations**, particularly for developments affecting older adults and people with disabilities.



# Goal 6. Bring Human Service Transportation into the Broader Planning Conversation

## Additional Strategies

- Hold regular **local meetings** to bridge gaps between transportation providers, local government, and human services.
- **Regional mobility managers** to help bridge gaps in regional connections, ensuring resources and knowledge are not siloed within a single organization.

# Goal 7. Structured and Consistent Technical Assistance

## Core Strategies

- Create regional **mobility managers**.
- Increase **regular touchpoints** with 5310 grantees and other human service providers throughout the year.
- Utilize services from national **technical assistance** centers.



# Implementation

# Setting up for Success



- Actions are specific steps and tasks that will help accomplish strategies and achieve goals.
- For each CHSM action, the Implementation Plan identifies a priority, timeframe, participating parties, and funding ideas.
- Implementation can allow the flexibility to adapt to changing conditions.

# Goal 1. Diversify Funding

Strategy	Action Item	Action	Timing	Outcomes and Measures	Unit of Government
<b>1.1 - Increase fund braiding to diversify funding sources for transportation programs.</b>	1.1.a	Create an inventory of existing local/regional funding sources and what they are used for.	Short	Local inventory of human service programs and their funding structures.	Regional and Local
	1.1.b	Identify non-transportation funding sources using the CCAM Program Inventory that are being used in the region.	Short	Local partnerships between human service and transportation organizations.	Regional and Local
	1.1.c	Identify non-transportation partners with access to new funding streams that can pay for transportation to their services.	Medium	New partnerships to provide transportation for specific human service programs.	Local
<b>1.2 - Increase local knowledge and capacity for grant applications and fund management.</b>	1.2.a	Identify the local and regional organizations applying for grants in your area.	Short	Local inventory of human service programs and their funding structures.	Regional and Local
	1.2.b	Create local or regional committees to discuss potential grant opportunities, review applications, and assist with grant management questions.	Short	Local grant review committees in each region.	Regional
	1.2.c	Hold regular information sessions at the state and regional level to discuss opportunities outside of the FTA 5310 program.	Medium	Bi-annual webinars on Human Service transportation funding structures.	State
	1.2.d	Engage National Technical Assistance (TA) Centers to work at a regional level to build capacity for grant administration.	Medium	CCAM-TAC roundtables in regions across the state.	State and Local
<b>1.3 Identify regional entities with capacity and ability to accept funding and provide or contract for transportation services.</b>	1.3.a	Identify regional entities that can accept funding and either directly run or contract for transportation services that cross county lines.	Short	Local understanding of what organization is champion for regional services.	Regional and Local
	1.3.b	Develop regional plans for Human Service Transportation to identify service expansions or new services that cross jurisdictional boundaries.	Medium	Regional plans with regional project inventories.	Regional

# Goal 2. Create Additional Capacity for and Expand Existing Services

Strategy	Action Item	Action	Timing	Outcomes and Measures	Unit of Government
<b>2.1 - Coordinate locally to free up human service transportation capacity for recurring trips.</b>	2.1.a	Utilize the regional meetings to discuss capacity issues and potential ways to combine trips.	Short	Continuing regional meetings.	Regional
	2.1.b	Identify potential shared destinations in the region, such as employment opportunities, congregate meal sites, and services for older adults.	Short	A regional list of popular destinations where trips could be coordinated.	Regional and Local
	2.1.c	Identify potential shared scheduling software that eases trip coordination.	Medium	Increased coordination for trip scheduling.	Regional and Local
	2.1.d	Pilot trip coordination with a few partners at first and resolve issues.	Long	Pilot projects for trip coordination in CHSM regions across the state.	Regional and Local
<b>2.2 - Focus volunteer driver networks on the needs of daily life.</b>	2.2.a	Identify community organizations that are currently hosting, or could potentially host, volunteer driver organizations and the necessary infrastructure.	Short	Regional champions for volunteer driving programs identified in each region.	State and Regional
	2.2.b	Focus volunteer driver networks on the needs of daily life through advertising and trip eligibility.	Medium	Program marketing and incentives focused on errand running.	Regional and Local
	2.2.c	Provide incentives for volunteer driving.	Medium	Additional incentive programs for volunteer driving programs.	State, Regional, and Local.
<b>2.3 - Increase incidental use of transit vehicles.</b>	2.3.a	Identify if local transit providers have vehicles that can be used outside of service hours.	Short	Local inventory of available vehicles in the community.	Regional and Local
	2.3.b	Ensure transit operators that are willing to allow incidental use of their vehicles understand Federal reporting requirements.	Short	Memoranda of Understanding with granting agencies.	State and Local
	2.3.c	Identify local partners that can fund their own transportation services if they have access to vehicles.	Short	Partnerships with local human service agencies to use vehicles.	Local
	2.3.d	Pilot incidental use programs with a local partner who needs vehicles.	Medium	Pilot programs with incidental use of transit vehicles.	Local
	2.3.e	Expand incidental use programs to fill gaps in human service transportation outside of hours serviced by public or community transit providers.	Long	Established incidental uses of transit programs throughout the state.	Regional and Local

# Goal 3. Expand Beyond Existing Services

Strategy	Action Item	Action	Timing	Outcomes and Measures	Unit of Government
<b>3.1 - Encourage the creation of additional community transportation options, particularly focused on community circulation and recurring trips.</b>	3.1.a	Identify organizations active in the community that could take on the responsibility of operating or contracting for additional transportation services.	Short	An inventory of potential service providers.	Regional and Local
	3.1.b	Identify funding sources, either from transportation related sources, or from local partnerships to fund a pilot of the services.	Medium	An inventory of potential funding sources for new partnerships.	Regional and Local
	3.1.c	Iterate from lessons learned in the pilot and expand the services.	Long	Best practices to be shared with other providers in the state.	Regional and Local
<b>3.2 - Increase utilization of contracted services.</b>	3.2.a	Understand the capacity limitations of existing providers in the region and their goals for growth.	Short	Local roundtables with transportation providers on capacity.	Local
	3.2.b	Utilize contracted services for gaps that existing provider cannot fill.	Short	Number of contracted services.	Local
	3.2.c	Publish RFP for needed services to understand what is available from private vendors.	Medium	Number of contracted services.	Regional and Local
<b>3.3 - Provide a variety of modes to meet the needs of every individual.</b>	3.3.a	Gain a regional understanding of the limitations of specific populations to better understand what mix of modes best serves the community.	Short	Continued regional meetings to discuss specific mixes of modes.	Regional and Local
	3.3.b	Design services that meet the needs of multiple populations, while offering individualized support and billing.	Medium	Number of individualized programs utilizing public transit services.	Regional and Local
	3.3.c	Build partnerships with human service organizations to maximize ridership and funding availability.	Long	Number of programs utilizing braided funding.	Regional and Local

# Goal 4. Increased Support for Riders Over the Complete Trip

Strategy	Action Item	Action	Timing	Outcomes and Measures	Unit of Government
<b>4.1 - Hold regular local or regional meetings between human service providers and transportation providers to discuss needs and further ways to coordinate.</b>	4.1.a	Maintain and expand regional mobility meetings using Mobility Manager focus group structure,	Short	Quarterly regional meetings.	Regional
	4.1.b	Invite local healthcare providers and other human service providers to meetings to discuss transportation barriers and how their organizations may be able to assist.	Short	Regional roundtables with local healthcare providers.	Local
	4.1.c	Apply for assistance from national technical assistance centers to hold focused workshops with regional partners.	Medium	Number of TA engagements.	Regional
<b>4.2 - Additional support services from curb-to-door.</b>	4.2.a	Provide information to current and prospective riders on the amount of assistance each service allows	Short	Local guides and regional inventory of services with support.	Regional and Local
	4.2.b	Partner with local human service providers to assist their clients at their locations.	Medium	Number of services with local providers embedded.	Local
	4.2.c	Expand coverage of transportation services providing extra assistance to individuals.	Long	Number of services providing first-door through first-door services.	Regional and Local
<b>4.3 - Support existing local mobility managers and encourage coverage across the state.</b>	4.3.a	Support local mobility managers that connect and support individuals with transportation services and other needs.	Short - Medium	Coverage of local mobility managers across the state.	State, Regional, and Local
	4.3.b	Ensure all localities in the state have access to a mobility manager focused on assisting individuals, local human service providers, and transportation providers.	Long	Coverage of local mobility managers across the state.	State, Regional, and Local

# Goal 5. Consistent Information and Streamlined Distribution

Strategy	Action Item	Action	Timing	Outcomes and Measures	Unit of Government
<b>5.1 - Introduce human service transportation to other local conversations.</b>	5.1.a	Identify local and regional interest groups focused on human service provision and invite them to existing transportation planning meetings.	Short	Inventory of local interest groups.	Regional and Local
	5.1.b	Develop and deliver presentations on transportation services and common barriers.	Short	Number of local presentations.	Local
<b>5.2 - Establish travel training programs to help community members understand their options.</b>	5.2.a	Understand the populations the travel training programs will be designed for, partnering with local human service providers to create a curriculum and resources.	Short	Learning objectives for regional travel trainings.	Regional
	5.2.b	Create trainings for classroom settings and for real-world applications.	Medium	Number of available travel trainings in the state.	Regional and Local
	5.2.c	Develop different training courses for different audiences and formats, defining clear learning objectives for each training.	Medium	Number of available travel trainings in the state.	Regional and Local
	5.2.e	Provide “train-the-trainer” opportunities to local human service providers to ensure all providers in the community are up to date on what transportation services are available.	Medium	Number of available partner trainings.	Regional and Local
<b>5.3 - Create single sources of regional human service transportation information.</b>	5.3.a	Develop and distribute guidelines for advertising common service information, such as service times, areas, and eligibilities.	Short	Template for common service information.	State
	5.3.b	Utilize local and regional mobility managers as sources of truth for service information in their respective territories.	Medium	Number of local mobility managers.	Regional and Local
	5.3.c	Develop a transportation focused resource with more detailed information.	Long	Transportation specific resource aggregator.	State

# Goal 6. Bring Human Service Transportation into the Broader Planning Conversation

Strategy	Action Item	Action	Timing	Outcomes and Measures	Unit of Government
<b>6.1 - Create regional human service transportation plans to create regional project pipelines.</b>	6.1.a	Maintain regular regional meetings focused on human service transportation provision and common issues.	Short	Continue quarterly regional meetings.	Regional
	6.1.b	Create regional project pipelines to build local and regional consensus on funding priorities.	Medium	Regional project pipelines for each region.	Regional
<b>6.2 - Bring community transportation into local land use planning conversations, particularly for developments affecting older adults and individuals with disabilities.</b>	6.2.a	Identify local land use planning bodies both locally and regionally.	Short	Number of planning bodies identified.	Regional and Local
	6.2.b	Attend planning meetings to ensure human service transportation perspectives are included in decision making.	Short	Number of planning meetings attended.	Regional and Local
	6.2.c	Build long term partnerships to ensure providers have input on the planning of projects with implications for human service transportation.	Long	Number of new partnerships in the state.	Regional and Local

# Goal 7. Structured and Consistent Technical Assistance

Strategy	Action Item	Action	Timing	Outcomes and Measures	Unit of Government
<b>7.1 - Create regional mobility managers.</b>	7.1.a	Determine ideal organizational housing for the regional mobility manager role.	Medium	Housing for regional mobility managers in all CHSM regions.	State
	7.1.b	Develop partnerships with other state agencies to maximize the connectivity of a mobility manager role to other human services provided throughout the state.	Short	Shared understanding of what a regional mobility manager can do.	State
	7.1.c	Develop funding strategies for the role in each region, utilizing the partnerships created for the role.	Medium	Regional funding menus.	State and Regional
	7.1.d	Create roles for regional mobility managers focused on connecting programs and transportation services for older adults and individuals with disabilities.	Long	Regional mobility managers hired in each region.	State and Regional
<b>7.2 - Increase regular touchpoints with 5310 grantees and other human service providers.</b>	7.2.a	Develop calendar for 5310 program engagement, increasing the amount of non-application related engagement.	Short	Multiple 5310 engagements throughout the year.	State
	7.2.b	Invite national leaders from the human service transportation industry to speak to providers in the state at virtual engagements.	Short - Medium	Number of technical assistance engagements hosted in the state.	State, Regional, and Local
<b>7.3 - Utilize services from national technical assistance centers.</b>	7.3.a	Develop a technical assistance strategy to prioritize statewide and local assistance from national technical assistance centers.	Short	Bi-annual technical assistance plan.	State
	7.3.b	Apply for technical assistance opportunities that assist local providers build capacity for partnership creation and grant administration.	Medium	Number of technical assistance engagements hosted in the state.	State and Regional

# Creating the Foundation for Success

- The project's stakeholder group, the IAG, has been integral to the CHSM process.
- Periodic reconvening and continued communication is key to CHSM Plan success.

## Foundation Strategies:

Strategy	Action Item	Action	Timing	Outcome	Unit of Government
Building the Foundation	0.a	Retain IAG structure and establish a regular meeting schedule and goals.	Short	Quarterly IAG Meetings	State
	0.b	Establish Regional Coordinating Committees in each CHSM region.	Short	Quarterly regional meetings	State and Regional

# What Comes Next?

# Keeping Momentum

- The full CHSM Plan will be published to the CHSM website by February 17, 2026.
- DRPT will continue to partner with providers, and state and regional organizations to move the CHSM strategies and actions forward.
- The CHSM Plan will be a living, changing guide for the next four years.
- The next comprehensive CHSM update will be in 2029.





*Thank you!*