

Maine Coordinating Working Group on Access and Mobility

Meeting Agenda

Monday, March 9, 2026 2:30 – 4:00 p.m.

Zoom

<https://mainestate.zoom.us/j/83889371133>

Links to Key Information:

- [Working Group Webpage](#)

2:30 p.m. Welcome and Introductions

2:40 p.m. Overview and Discussion of Consultant Project Management Plan

3:20 p.m. Identify any Additional Questions for Consultant

4:00 p.m. Next Steps, Recap, and Adjourn



Regional Mobility Management Elements

Project Management Plan

March 2026

AECOM

Regional Mobility Management Elements – Project Management Plan

Background/Study Purpose

Maine is a predominantly rural state with an aging population. Currently, 15 transit providers operate throughout the state using Federal Transit Administration (FTA) funding. The State Medicaid program, administered by the Maine Department of Health and Human Services' (DHHS) Office of MaineCare Services, also provides transportation through a regional brokerage model that divides the state into eight Medicaid districts.

Through the development of the 2023 Maine State Transit Plan, the Maine Department of Transportation (MaineDOT) identified three key needs to guide its long-range transportation planning efforts:

- Improving coordination among MaineDOT services and other state agencies
- Removing barriers to transit use and making services easier to navigate
- Exploring, piloting, and implementing programs that address the needs of underserved rural populations

To address these needs, the State of Maine aims to enhance rural mobility while maximizing available funding sources. This includes evaluating a mobility management approach to service delivery and considering the development of a mobility management hub model. Such a model would strengthen coordination among providers, improve policy alignment, and enhance regional mobility through service brokerage and customer support.

The purpose of this Project Management Plan (PMP) is to provide a management tool to guide the study and as an informational overview for project participants. The PMP describes the overall approach to the study in terms of overall goals, scope, responsibilities, lines of communication, and schedule.

Scope of Work

This document outlines the major tasks the AECOM team will perform to produce study deliverables for MaineDOT. The scope of work is included in the contract in full detail. Some key points are included in this PMP for quick reference:

Task 1: Project Management

Task 2: Public and Stakeholder Engagement

Task 3: Research and Memos

Task 4: Report to the Transportation Committee

Project Management

Approach:

1. Organize a kick-off meeting with MaineDOT to discuss project approach, tasks, and management, including discussion of the PMP.
 - a. Refine the PMP based on feedback during the kickoff meeting with regard to the scope of work, including agreed upon/feasible modifications to tasks necessary to complete the project successfully.
 - b. Present a finalized PMP to MaineDOT after items 1 and 2.
2. Attend biweekly Working Group (WG) meetings (8-10 meetings in total).
 - a. AECOM will meet/check in with MaineDOT prior to WG meetings to prepare for these meetings.
 - b. Update the WG on project progress/get feedback.
 - c. MaineDOT will manage WG meetings including developing agendas and minutes.

Outcome/Product/Deliverables:

- Project Management Plan
- Meeting Materials (agendas and meeting notes) (MaineDOT)
- Monthly Progress Reports (including invoices)

Public and Stakeholder Engagement

Approach:

1. Create public/stakeholder-facing materials to post to MaineDOT's Public Involvement Management Application, PIMA (accessible platform), to present the draft Implementation Plan and recommendations. These materials will be consistent with [MaineDOT's Public Involvement Plan](#) and could also be used for the Moving Maine Network's Learning Community Sessions, or other outreach that MaineDOT wants to use it for.
 - a. Materials could be a slide deck, recording of a presentation of a slide deck, and/or a Story Map.
 - b. Include a short survey (in Pima) to solicit feedback.
2. Develop a slide deck for MaineDOT staff to use to present the final Implementation Plan (including key recommendations) to the Joint Standing Committee of the Maine Legislature.

Outcome/Product/Deliverables:

- Public/stakeholder-facing materials to post to Pima (accessible platform) to present the draft Implementation Plan and recommendations.
- Memo summarizing feedback received (to use to shape recommendations in Plan and also insert as a Plan appendix, if desired)
- Slide deck for MaineDOT use for Legislature presentation

Research and Memos

Approach:

Maine's Existing NEMT and Public Transportation System Memo:

1. Identify and map current providers throughout the state.
 - a. This includes FTA-funded public transportation operators as well as Non-Emergency Medical Transportation (NEMT) providers.
2. Discuss/summarize services provided by the public transit/NEMT providers.
3. Discuss/summarize demographic and other trends included in the recent [Maine Family of Plans](#) plan updates that influence need for transit/transit propensity, especially for older adults and people with disabilities.
4. Evaluate current funding sources for public transit and NEMT providers.
5. Document regulatory framework for funding transportation service in Maine and any changes in funding or requirements since the 2021 Maine DHHS Transportation Evaluation.
 - a. Develop a short list of targeted questions to gather feedback from current providers.
 - b. Identify a select group of current providers to conduct individual or small group phone or virtual interviews using targeted questions.
 - c. Assess implementation status of recommendations included in the 2021 Maine DHHS Transportation Evaluation.

Mobility Management Best Practices Memo:

1. Do a high-level review of best practices from other states. Format will be bulleted list.
 - a. Possible states include Ohio, Connecticut, New Hampshire, Wisconsin, Virginia, Vermont, Washington, and Mississippi. MaineDOT is especially interested in innovating financing/cost allocation models (e.g. fund braiding).
 - b. Discuss with MaineDOT/WG and select 3-4 states to do a more in-depth review.
2. Document best practices for the 3-4 states in the memo.
 - a. Implementation framework for RMM systems (Statewide manager? Regional mobility managers? Hubs? Start up v. ongoing costs?)
 - b. Different types of funding used.
 - c. Different cost allocation models and who is responsible for documenting cost allocation.
 - d. Note eligibility verification processes, multi-agency coordination strategies, and other notable mobility manager responsibilities for case study agencies.
 - e. Explore specific questions such as driver vetting and vehicle tracking.
3. Include [Coordinating Council on Access and Mobility \(CCAM\)](#) research on best practices, including fund braiding/funding sources.

Outcome/Product/Deliverables:

- Memo #1 on Maine's Existing NEMT and Public Transportation System
- Memo #2 on Mobility Management Best Practices

Report to the Transportation Committee

Approach:

1. Summarize findings from the two memos.
2. Propose a new, collaborative mobility management approach given conditions in Maine and best practices review from other states.

3. Develop a proposed timeline for implementing the new mobility management approach.
4. Develop a potential budget and staffing framework for implementing the proposed mobility management approach.

Outcome/Product/Deliverables:

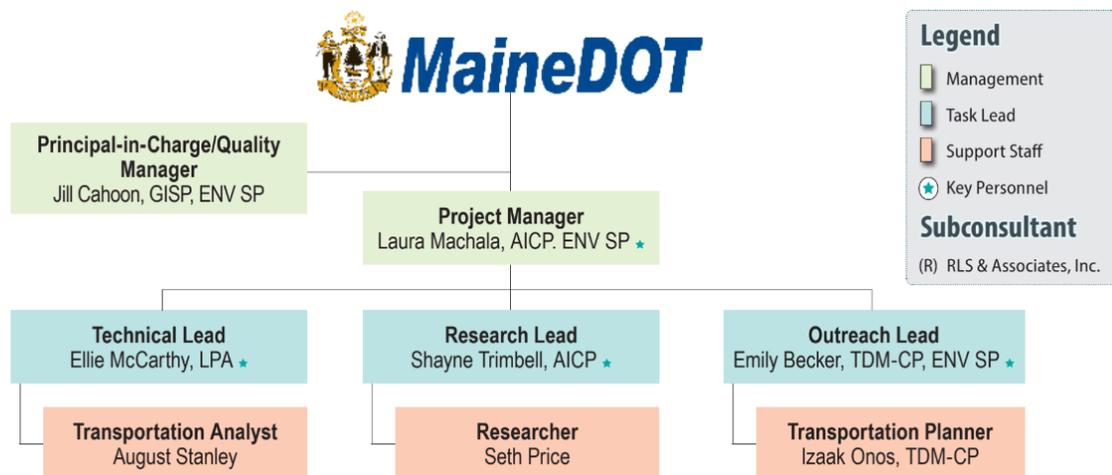
- Draft Report/Implementation Plan
- Final Report/Implementation Plan

Study Team

The study will be managed by MaineDOT and its Project Manager, Ryan Neale. AECOM has formed a work team of key personnel to successfully complete the project. Jill Cahoon will serve as the Principal-in-Charge and Quality Manager. Jill will primarily be responsible for overseeing the AECOM project team and delivery of the project work scope, including monitoring the quality control and assurance of all deliverables. Laura Machala will serve as the Project Manager and will be responsible for the overall management and delivery of the project. Laura will be the primary point of contact for MaineDOT on a day-to-day basis. Laura will be supported by key AECOM staff as well as the subconsultant team from RLS & Associates.

- **MaineDOT:** Ryan Neale will be the primary contact from MaineDOT. Other project members include Joyce Taylor, Jennifer Grant, and Zoe Miller (Moving Maine Network).
- **AECOM:** Laura Machala will be the Project Manager and primary point of contact. Key team members include Ellie McCarthy (Technical Lead), Shayne Trimbell (Research Lead), Emily Becker (Outreach Lead).
- **RLS & Associates:** Laura Brown and Will Reckley will provide support as subconsultants.
- Other members from the team below will be brought in at different points in the schedule as subject matter/timing/review, etc. requires.

Figure 1. Project Organization Chart



Communications and Coordination

Ryan Neale, the MaineDOT Project Manager, will be the primary contact for any study-related communication. Media and public communication will be conducted through Ryan Neale and MaineDOT. Any project communication with stakeholders will always include the MaineDOT Project Manager, Joyce Taylor, and the AECOM Project Manager, Laura Machala. Additionally, any project communication from the subconsultant with the MaineDOT Project Manager will always include the AECOM Project Manager, Laura Machala.

AECOM will reach out to MaineDOT as needed but will mostly communicate with and provide updates via email. AECOM will meet (virtually) biweekly with MaineDOT to provide project updates. Virtual meetings will be hosted using Microsoft Teams.

Schedule

The following graphic depicts the project schedule, starting in February 2026 with a final plan being delivered in November 2026.

- Finalize PMP (3/6/2026)
- Draft of both memos (6/12/2026)
- Finalize both memos (7/24/2026)
- Draft Implementation Plan/Report to Transportation Committee (9/11/2026)
- Public/stakeholder-facing materials to post to Pima (accessible platform) to present the draft Implementation Plan and recommendations (10/5/2026-10/19/2026)
- Final Implementation Plan/Report to Transportation Committee (11/06/2026)
- Slide deck for Legislature (11/13/2026)

	March	April	May	June	July	August	Sept.	Oct.	Nov.
Task 1: Project Management	1								
Task 2: Public and Stakeholder Engagement								1 2	3
Task 3: Research and Memos				1	2				
Task 4: Report to the Transportation Committee							1		2
Outcome/Product/Deliverable:									
Task 1:									
1. Project Management Plan									
Task 2:									
1. Public/Stakeholder Meeting Materials									
2. Memo summarizing public/stakeholder feedback									
3. Slide deck for legislature									
Task 3:									
1. Draft of both Memos									
2. Final of both Memos									
Task 4:									
1. Draft Report/Implementation Plan									
2. Final Report/Implementation Plan									

Deliverables/Document Control

The following are planned deliverables for this study:

- Project management plan (this document)
- Public/stakeholder-facing materials to post to PIMA
- Memo on Maine's Existing NEMT and Public Transportation System

- Memo on Mobility Management Best Practices
- Draft Report/Implementation Plan
- Final Report/Implementation Plan

All materials will be digital. Draft documents will be provided in an editable format (Microsoft Word) for comment tracking purposes. Final documents will be converted to PDF. Data and maps created as part of the study will be forwarded to MaineDOT for future use in editable format (Excel, ESRI GIS, KML/KMZ). AECOM will create a OneDrive folder where all draft and interim deliverables will be shared with MaineDOT.

Progress Reports/Invoicing

Monthly progress reports will outline tasks completed in the previous month and active work on tasks.

Maine Coordinating Working Group on Access and Mobility

Meeting Minutes of February 11, 2026 – Held via Zoom

Working Group Members in attendance: Melissa Beecher, Roger Bondeson, Samantha Horn, Jess Maurer, Zoe Miller, Tom Reinauer, Megan Salvin, Libby Stone-Sterling, Joyce Taylor.

Others in attendance: Jennifer Grant, Ryan Neale, MaineDOT; Laura Machela, Jill Cahoon, AECOM; Will Reckley, RLS Associates; Elizabeth Gattine, Maine Cabinet on Aging; Megan Hannan, Greater Portland Metro.

Welcome and Introductions: The contract with consultant AECOM and subconsultant RLS Associates was finalized on February 10. Roger, Libby, Melissa, and MaineDOT staff scored the proposals. AECOM and RLS were introduced to the group.

Summary of Work to this Point: The Working Group has heard from New Hampshire, Ohio, and Vermont on their programs and from the Federal Transit Administration on the federal Coordinating Council on Access and Mobility's work. The Group has had several productive discussions and has identified questions and topics needing further research by the consultant.

Discussion of Consultant Work Plan and Timeline: AECOM has reviewed some of the group's work to this point. AECOM has experience in allocating 5310 funds and other work around providing transportation for older adults and individuals with disabilities. AECOM's 2023 study on a mobility management program for Massachusetts may inform the Working Group's efforts.

AECOM will prepare two memos, one led by RLS on existing NEMT and public transportation in Maine, including funding and regulatory constraints, and one led by AECOM on lessons for mobility management in Maine based on efforts in other jurisdictions. These will inform the implementation plan which will include recommendations for mobility management in Maine, including a timeline, budget, and staffing framework. The plan will also include recommendations for collaboration among and between state agencies and transportation providers, with a focus on improving efficiency, limiting costs, and sustainability over the long term.

The group will want to fully understand how the programs in Ohio and other states have actually worked, including pros and cons from experience on the ground, rather than a high-level academic study.

A simple outline of current and potential funding sources for public transportation will be a helpful starting point, including how human services funding can support this work. The available funding options may have changed from what was available when other states began their programs.

Regional mobility managers could help address the transportation needs of those not covered by Medicaid and that this should be included in the plan. Some programs will pay for rides but do not currently have the capacity for mobility management.

The group should fully understand the impact of potentially repurposing funds that have been used for capital needs for mobility management. With current finding constraints, we will need to find ways to be more efficient with the resources that are currently available.

Medicaid funding has many constraints but DHHS is open to creative approaches. Uncertainty at the federal level may affect overall funding levels. Some transporters are traveling up to 150 miles one way to pick up and transport passengers. Finding a way to reduce deadhead miles can greatly improve efficiency.

The group's recommendations can include both short term and longer term solutions. Some issues, like the connection between housing and transportation and workforce transportation, may be beyond the Working Group's purview but could be listed as areas for additional study. Funding for workforce transportation is another potential funding source.

RLS has a good deal of experience on cost allocation practices and implementation.

Next Steps, Recap, and Adjourn.

A smaller group will meet with the consultant team in advance of the next full Working Group meeting to flesh out some of the details and timeline. MaineDOT is in discussion with legislators around the timing of the Group's report to the legislature, including a possible interim report.

The next Working Group meeting, scheduled for February 23 from 2:00 to 3:30 p.m., may be repurposed. If so, the full Working Group would next meet on March 9 from 2:30 to 4:00 p.m.