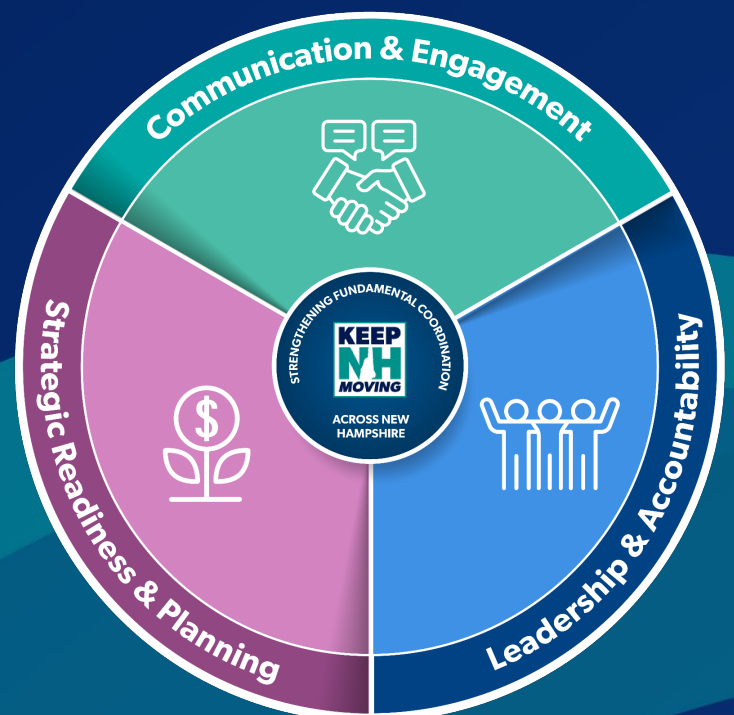




SCC STRATEGIC WORK PLAN

SFY 2026 – 2027 (adopted October 2, 2025)



How We Work Together

Collaboration in Action

Each goal has a **workgroup** made up of SCC members, regional partners, and community voices.

Workgroups **develop recommendations, test ideas, and coordinate actions** between meetings—turning intent into momentum.

They focus on *how* to move forward, always bringing their work back to the SCC for discussion and decision.

This work depends on that trust—across agencies, regions, and lived experiences. Through collective impact, we turn collaboration into progress and make mobility possible for everyone.

SCC's Role

The **SCC is the final decision-making body** for this plan.

All recommendations, deliverables, and materials are **reviewed and approved by the SCC** before implementation.

Through shared accountability and honest conversation, we make sure decisions reflect both statewide goals and local experience.

Continuous Learning and Alignment

Each goal will come before the SCC at least twice between now and June 2027.

These check-ins are opportunities to learn, refine, and reconnect what's happening across regions.

Progress will be documented through SCC minutes, public updates, and the annual report

Timeline & Milestones

Each goal includes an estimated timeline for completion. These dates were developed to ensure that progress is being made within the strategic plan's two-year timeframe.

SCC recognizes that point-in-time opportunities, inter-related activities that are sequential (this before that) and new ideas or approaches generated by a workgroup may require an adjustment to timelines.

Workgroups are responsible for evaluating timelines and providing SCC with proposed changes and the rationale for such change.

“Change happens at the speed of trust.”
— Stephen M. R. Covey

Goal1: Strengthen RCC⇌SCC Feedback Loops

Strategic Intention

By March 2026, SCC will institutionalize RCC⇌SCC accountability by requiring all RCCs to submit quarterly documentation with 100% response rate from SCC, and by publishing a statewide RCC snapshot annually highlighting unmet needs and SCC actions taken.

This will include an initial meeting between SCC Leadership and RCC Chairs/Vice Chairs.

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- Current Work: SCC meeting with RCC leadership teams, Informal RCC updates; Issue Tracker demo.
 - Who's Doing This Now: RCC Chairs, SCC, Regional Mobility Managers, NH DOT (templates), RLS (support/technical assistance only).
- Who Else Is Doing This Work / Should Be Involved: Commission on Aging; Bureau of Adult & Aging Services; NH AHA; ABLE NH; GSIL; RCC members; lead agencies; transit providers; human service agencies; community representatives.

Goal 1

By **March 31, 2026**, launch a standardized quarterly RCC↔SCC reporting and response process, with SCC responses formally delivered during its **monthly meeting**.

Specific



Establish a standardized accountability process in which each RCC provides formal updates to the SCC at least **annually**, with discussion and documented response occurring **at the next scheduled SCC meeting**. The SCC will publish one statewide **RCC Snapshot** annually summarizing unmet needs and SCC actions as a part of their Annual Report.

Workgroups may decide whether updates occur quarterly, semi-annually, or annually; design the reporting format or platform; and outline how SCC feedback will be documented and shared (e.g., in minutes, a shared tracker, or follow-up memo).



Measurable



- 100 % of RCCs provide ≥ 1 formal update per year
- 100 % of updates receive SCC review and documented response at the next meeting
- 1 statewide RCC Snapshot published each year by Dec 2026

Workgroups may add metrics such as participation rates by region, timeliness of follow-up actions, or the % of issues resolved within a set timeframe. They may also decide how progress is tracked (visually or in a dashboard).



Attainable



The SCC, RCC Chairs, and Mobility Managers will use existing meeting structures to exchange information and document SCC responses.

Workgroups may identify tools or staff support needed to record updates and responses efficiently, or pilot simple templates to streamline reporting.



Relevant



This goal advances the SCC's statutory responsibility to coordinate community transportation and ensures regional voices directly inform statewide action. **governance.**

Workgroups may add context on how this process supports transparency, equity, and mutual accountability between the SCC and RCCs



Time-bound



- Process finalized by Jan 2026
- First RCC updates reviewed at SCC meeting by September of 2026
- First RCC Snapshot published Dec 2026
- Annual SCC review of process each Dec thereafter

Workgroups may pilot the reporting process with select regions before full implementation and set optional check-ins between SCC meetings



Goal 2: Elevate Equity and Lived Experience in Decision-Making

Strategic Intention

By December 2026, every RCC and the SCC will seat at least one lived-experience representative (older adult, person with a disability, Veteran, immigrant, or rider). Each year, the SCC Annual Report will include a rider story and defined metrics (e.g., number of lived-experience reps, policy/service changes tied to their input, satisfaction surveys, increased trip access for these groups). This may require an RSA change to formerly add such representatives.

- Current Work: Robust rider input in CTNA (but that is not ongoing, so how do we sustain?)
- Who's Doing This Now: AHA Equity/Engagement subgroup, TNH, some mobility managers, Commission on Aging, ABLE NH, NH AHA.
- Who Else Is Doing This Work / Should Be Involved: Governor's Commission on Disability; Bureau of Adult & Aging Services; NH AHA; ABLE NH; GSIL; refugee/immigrant coalitions; youth councils; Veterans services; advocacy organizations.

Goal 2

By December 2026, every RCC and the SCC will seat at least one lived-experience representative (older adult, person with a disability, Veteran, immigrant, or rider). Each year, the SCC Annual Report will include a rider story and defined metrics (e.g., number of lived-experience reps, policy/service changes tied to their input, satisfaction surveys, increased trip access for these groups). This may require an RSA change to formerly add such representatives.

Specific



By **December 2026**, every RCC and the SCC will include ≥ 1 member with lived or living experience (older adult, person with a disability, Veteran, immigrant, or rider). The SCC will ensure that lived-experience voices are included in SCC and RCC decision-making processes and documented in the annual SCC Equity and Engagement Report section.

Workgroups may define what qualifies as lived experience, identify outreach and recruitment methods, and develop orientation or onboarding supports. They may also recommend ways to make participation accessible—such as transportation, remote attendance, or translation assistance.

Measurable



- 100 % of RCCs and the SCC seat ≥ 1 lived-experience member by Dec 2026
- ≥ 2 Rider Roundtables held by Jun 2026
- Annual SCC Report includes ≥ 1 rider story and equity metrics

Workgroups may add measures such as attendance rates, % of lived-experience members actively participating in committees, or number of policy or service adjustments informed by their input.

Attainable



The SCC Equity or Engagement Subgroup will coordinate with RCC Chairs, Mobility Managers, and community partners to identify and support lived-experience members.

Workgroups may partner with advocacy groups, cultural organizations, and community networks to identify leaders and design ongoing supports such as mentorship, communication tools, or peer check-ins.

Relevant



Expanding lived and living experience representation ensures the SCC and RCCs reflect the communities they serve and improves the relevance and inclusiveness of statewide transportation planning.

Workgroups may describe how including lived experience enhances trust, equity, and responsiveness in coordination and service delivery

Time-bound



- Role descriptions created and then presented / finalized at **Feb 2026** SCC meeting
- First RCC updates reviewed at SCC meeting no later than April 2026
- Rider roundtables or other mechanism in place to capture riders experiences by **November of 2026**
- Equity reporting integrated into Annual Report by **Fall of 2027** and thereafter

Workgroups may set interim milestones e.g. recruitment campaign, onboarding sessions (for both PLE and professionals, mid-year reflections, etc. within these fixed deadlines

Goal 3: Modernize Data and Finance Systems to Support Braided Funding

Strategic Intention

By September 2026, SCC will roll out a statewide data platform enabling at least 2 RCCs/providers to pilot braided contracts (blending 5310, Title III-B, Medicaid, RHT funds, etc.), with shared key performance indicators (KPIs) reported quarterly to SCC. This will include standardizing the definition and intent for each KPI.

- Current Work: SCC Data/KPI Task Force planned; dashboards piloted.
- Who's Doing This Now: NH DOT (funding/contracts), RLS (Statewide Mobility Manager contract and performance measures), SCC staff.
- Who Else Is Doing This Work / Should Be Involved: Commission on Aging; Bureau of Adult & Aging Services; Veterans Administration, TANF, NH AHA; ABLE NH; GSIL; DHHS Medicaid; DOE; CMS RHT program; NHTA; providers willing to pilot braided contracts.

Goal 3

By September 2026, SCC will roll out a statewide data platform enabling at least 2 RCCs/providers to pilot braided contracts (blending 5310, Title III-B, Medicaid, RHT funds, etc.), with shared key performance indicators (KPIs) reported quarterly to SCC. This will include standardizing the definition and intent for each KPI.

Specific



By **September 2026**, the SCC will implement a shared statewide data and reporting framework that enables at least **2 RCCs or providers** to pilot braided contracts that blend **FTA 5310, Title III-B, Medicaid, and RHT funds**.

The SCC will receive regular performance data from all RCCs using standardized key performance indicators (KPIs) to inform decision-making.

Workgroups may determine the data platform or tools used, define which KPIs are tracked, and design data collection and sharing protocols. They may also identify pilot partners and decide how to evaluate success or scalability.

Measurable



- KPI crosswalk completed by **Mar 2026**
- 2 braided contracts piloted by **Sept 2026**
- 100 % of RCCs trained on shared KPI framework by **Mar 2027**
- Quarterly SCC data reviews beginning **Sept 2026**

Workgroups may identify additional metrics (e.g., cost per trip, rider demographics, % of trips supported by blended funds) and decide how results are displayed (e.g., dashboard, narrative report, visualization)

Attainable



A **Data & KPI Task Force** (SCC + NHDOT + DHHS + DOE + participating RCCs/providers) will oversee development, pilot implementation, and statewide rollout through 2027.

This team will meet regularly to coordinate technical needs, align data definitions, and guide contract and reporting design.

Workgroups may determine the frequency of meetings, request specialized technical assistance or consultant support, and recommend phasing (e.g., limited pilot → regional scale-up → statewide adoption). They may also propose agreements or protocols to formalize data sharing across agencies.

Relevant



Modernized data and braided funding systems strengthen statewide coordination, improve efficiency and transparency, and enable the blending of multiple funding streams to better serve riders.

Workgroups may define how data use will improve equity analyses, program evaluation, or accountability, and how it supports future policy and funding opportunities

Time-bound



- Data & KPI Task Force convened by **Jan 2026**
- KPI crosswalk presented / reviewed by SCC at **April 2026 meeting**
- Pilot contracts launched and data platform operational by **Sept 2026**
- RCC training and refinement phase through **Mar 2027**
- Evaluation findings reviewed and approved by SCC at the **May 2027 meeting**

Workgroups may add intermediate checkpoints (e.g., vendor demos, training sessions, pilot evaluations) and adapt the implementation sequence as long as the Sept 2026 milestone remains on track

Goal 4: Lead Statewide Community Transportation Coordination Across Plans and Partners

Strategic Intention

By June 2026, SCC will complete a CTNA / Coordinated Human Services Transportation Plan /10-Year State Plan Alignment Matrix that maps statewide transportation priorities, reviewed annually, and publish a public “NH Coordinated Human Services Transportation Playbook.”

- Current Work: CTNA in progress; CHSTPs updated regionally, but DOT will be transitioning to a single statewide plan.
- Who’s Doing This Now: NH DOT, Impact Consulting (CTNA), Regional Planning Commissions, (Blueprint alignment).
- Who Else Is Doing This Work / Should Be Involved: Commission on Aging; Bureau of Adult & Aging Services; TNH, NH AHA; ABLE NH; GSIL; DHHS; DOE; Workforce Development; housing and health partners; Veterans Affairs; public health networks.

Goal 4

By June 2026, SCC will complete a CTNA / Coordinated Human Services Transportation Plan /10-Year State Plan Alignment Matrix that maps statewide transportation priorities, reviewed annually, and publish a public “NH Coordinated Human Services Transportation Playbook.”

Specific



By **June 2026**, the SCC will complete a **CTNA / CHSTP / 10-Year State Plan Alignment Matrix** mapping statewide human services and transportation priorities and publish a public “**NH Coordinated Human Services Transportation Playbook.**”

The Playbook will serve as a living document, updated annually to show progress and maintain alignment across agencies and regions.

Workgroups may determine the format and level of detail for the Alignment Matrix, identify the planning documents included, and propose how updates will be managed. They may also recommend tools or templates to help RCCs report alignment and gaps consistently



Measurable



- Alignment Matrix and Playbook completed and approved by **June 2026**
- Participation from ≥ 6 agencies or councils (NHDOT, DHHS, DOE, CoA, AHA, Veterans Affairs)
- First annual update prepared by **Feb 2027**
- 100 % of RCCs reference the Matrix in their next CHSTP update cycle

Workgroups may define additional metrics, such as % of overlapping goals across plans, number of cross-agency actions implemented, or partner satisfaction with coordination efforts.



Attainable



The SCC will partner with **NHDOT, DHHS, DOE, the Commission on Aging, Regional Planning Commissions, and Impact Consulting** to co-develop the Alignment Matrix and Playbook.

SCC staff or designees will coordinate agency input sessions and collect data from regional plans to ensure consistency and accuracy. *Workgroups may determine how partner engagement occurs (e.g., workshops, surveys, shared online workspace) and identify agency leads for each plan element. They may also propose an annual process for reviewing and updating the Playbook with RCC input.*



Relevant



This goal ensures that the SCC’s statewide planning and decision-making are consistent with regional and federal priorities, promoting efficiency, shared accountability, and alignment with the State’s long-range transportation and health objectives.

Workgroups may illustrate how alignment strengthens coordination, supports grant competitiveness, and reduces duplication across agencies.



Time-bound



- Coordination workshops held Jan–Mar 2026
- Alignment Matrix and Playbook reviewed / approved **at May 2026** SCC meeting and then published by **June 2026**
- Playbook dissemination and use across RCCs by **Sept 2026**
- First annual update and evaluation by **Feb 2027**
- Ongoing annual review process each **February** thereafter

Workgroups may add internal checkpoints (e.g., draft reviews, partner feedback sessions, agency sign-offs) as long as the June 2026 completion and February 2027 update timelines are met.



Goal 5: Strengthen Public Communication and Awareness

Strategic Intention

By March 2026, SCC will launch a statewide transportation awareness campaign (KeepNHMoving + outreach toolkits) and ensure at least 10 RCCs/partner sites are linked and using shared branding, with a 25% increase in web traffic and outreach events statewide.

- Current Work: keepnhmoving.org exists; some RCC outreach but fragmented.
- Who's Doing This Now: NH DOT , Transport NH (KeepNHMoving website + facilitation), SCC, Mobility Managers.
- Who Else Is Doing This Work / Should Be Involved: Commission on Aging; Bureau of Adult & Aging Services; Governor's Commission on Disability; NH Alliance for Healthy Aging (AHA); ABLE NH; GSIL; senior centers; Veterans groups; immigrant/refugee networks; local media; public health networks; town offices; hospitals.

Goal 5

By March 2026, SCC will launch a statewide transportation awareness campaign (KeepNHMoving + outreach toolkits) and ensure at least 10 RCCs/partner sites are linked and using shared branding, with a 25% increase in web traffic and outreach events statewide.

Specific



By **March 2026**, the SCC will launch a statewide **KeepNHMoving** communication and awareness campaign to promote access to transportation resources and highlight community coordination success stories.

The campaign will include a refreshed website, shared outreach materials, and partner toolkits to support consistent statewide messaging.

Workgroups may determine the campaign's creative direction, messaging priorities, and outreach channels (e.g., social media, print, radio, community events). They may also identify target audiences, develop stories and visuals, and design templates or graphics for local adaptation.

Measurable



- KeepNHMoving campaign and updated website live by **Mar 2026**
- ≥ 10 RCCs or partner sites use shared branding and toolkits by **Sept 2026**
- 25 % increase in website traffic and outreach events statewide by **Apr 2027**
- Annual reporting includes communication impact metrics *Workgroups may define additional measures such as number of campaign impressions, partner satisfaction with materials, social media engagement rates, or number of new community collaborations.*

Attainable



The **SCC** will review and approve all major campaign decisions and deliverables.

A **Communications Workgroup**, including RCC Mobility Managers, NHDOT, Transport NH, and community partners, will **develop and recommend** the campaign's design, launch approach, and evaluation plan for SCC approval.

Existing staff or contracted support will maintain the website and assist partners in using campaign materials effectively. *The workgroup may suggest design partners or community ambassadors, propose outreach training for RCC staff, and coordinate translation or accessibility efforts. They may also pilot small-scale outreach activities to test ideas before bringing final recommendations to the SCC for approval.*

Relevant



This goal supports the SCC's mission to increase awareness of community transportation options and strengthen coordination statewide. Findings from the Community Transportation Needs Assessment (CTNA) showed that while Keep NH Moving is a valuable resource, the majority of people were unaware it exists. It cannot make an impact if people do not know about it. By leading a consistent and accessible statewide communication effort, the SCC will ensure that residents, providers, and partners can easily find and use available transportation options.

The workgroup may recommend outreach strategies that close this awareness gap, propose inclusive messaging and visuals, and gather stories that illustrate how awareness leads to improved access. All recommendations will be reviewed and approved by the SCC before implementation.

Time-bound



- Mid-Campaign progress reviewed **September 2026** SCC
- Updated **KeepNHMoving.org** and partner toolkits live by **October 2026**
- Statewide campaign active by **October 2026**
- Communication outcomes reviewed and updates approved by the SCC by **Apr 2027**
- Ongoing annual campaign evaluation and refresh each **spring** thereafter

The workgroup may develop internal checkpoints—such as draft reviews, pilot events, or partner feedback sessions—within these milestones, but final approval of all major deliverables remains with the SCC.

SCC Goal Review Schedule (January 2026 –May 2027)

* Proposed timeline subject to change at discretion of SCC Leadership. Last updated 2/5/26

Goal	2026	2027
	SCC Review #1	SCC Review #2
1 – RCC⇌SCC Partnerships	March 2026	Sept 2026
2 – Equity & Lived Experience	April 2026	Nov 2026
3 – Data & Braided Funding	Apr 2026	Jan 2027
4 – Coordination (CTNA/CHSTP)**	May 2026	Feb 2027
5 – Public Communication**	Sept 2026	Apr 2027

Early Action Ideas

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Goal 1

Goals (Year 1 & 2)

At least 2 statewide coordination roundtables convened (one by Nov 2025, one by June 2026).

Document outcomes and publish notes in Nov 2025 SCC annual report.

➤ 2026

Quarterly roundtables institutionalized (4 per year).

At least 3 braided funding pilots emerge from roundtable collaborations.

➤ 2027

Early Action Ideas



Schedule first roundtable by October 2025.



Develop rotating agenda themes.



Create action tracker shared with SCC and RCCs.



Goal 2

Goals (Year 1 & 2)

- At least 2 lived experience leaders appointed to SCC.
- 50% of RCCs engage at least one lived experience leader.

➤ 2026

- 25% of SCC seats filled by lived experience leaders.
- All RCCs engage leaders, with stipends in place.

➤ 2027

Early Action Ideas



Adopt SCC policy on consumer stipends by March 2026.



Host 2 Rider Roundtables before June 2026.



Goal 3

Goals (Year 1 & 2)

● Deliver first report by Nov 1, 2025.

● Build template and process for annual updates.

➤ 2026

● Deliver second report by Nov 2026.

● Integrate public dashboard and braided funding case studies.

➤ 2027

Early Action Ideas



Draft template by Sept 2025.



Collect data from RCCs by Oct 2025.



Goal 3

Goals (Year 1 & 2)

● Validate Blueprint KPIs against FTA/NHDOT current program requirements.

● Create draft crosswalk of Blueprint KPIs vs. DHHS Medicaid, Bureau of Older Adults (Title III-B), DOE VR.

● Begin mapping existing invoicing/billing systems for overlap.

➤ 2026

● Adopt updated “One Set” of KPIs, crosswalked across SCC, DOT, DHHS, DOE.

● Pilot unified reporting/invoicing template with at least 2 providers.

● Pilot braided contract blending FTA + Title III-B + Medicaid funds by June 2027.

➤ 2027

Early Action Ideas



Convene SCC Data/KPI Task Force in late 2025.



Task Impact Consulting + SCC staff to build the KPI crosswalk matrix by Spring 2026.



Identify 1–2 providers willing to pilot braided contracts in Year 2.



Goal 4

Goals (Year 1 & 2)

● **By April 2026:** SCC + Impact co-create recommendations for CTNA and unified statewide CHSTP.

● **By June 2026:** SCC formally adopts unified CHSTP and publishes an Implementation Tracker identifying SCC's assigned responsibilities.

● At least 2 RCC engagement sessions convened to validate and build ownership in the unified plan.

➤ 2026

● SCC integrates Implementation Tracker into annual work planning.

● SCC publishes public progress updates (dashboard/annual report section) on CTNA/CHSTP implementation.

● 100% of SCC priorities crosswalked to CTNA/CHSTP by June 2027.

➤ 2027

Early Action Ideas



Schedule SCC–Impact “solution design” workshops Jan–March 2026.



Pilot CHSTP/CTNA crosswalk tool with 2 RCCs before statewide rollout.



Frame the new CHSTP as “NH’s Coordinated Plan for Human Services Transportation” to emphasize one statewide plan.

