

Report to the  
**Town of Newport New Hampshire**



Transportation Market Study Services

Final Report by

ADG – Arnett Development Group LLC



Concord, New Hampshire - November 2020

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### **Executive Summary and Acknowledgements**

This Market Study was driven by a desire to better connect employees to employers. It sought to determine if public transit enhancements would provide that link, and if it would also encourage upper valley professionals to relocate to the Newport area, and rely upon public transit for their commute.

Generally, there is broad support for any measure that would help alleviate either employee shortages as well as housing availability and affordability imbalances.

While there was strong support for traditional public transit, there was also a realization that fixed-route, limited schedule transit routes would only be able to address some of the need. More flexible transit options – including private and not-for-profit point-to-point services were of interest (such as Lyft and Uber) but generally not available. The lack of these entrepreneur-driven businesses was believed to be because of the uncertain market demand. Perhaps entities such as Newport’s ECON could consider supporting a new business that would be the designated as the flexible, off-hour and weekend transit provider, partially paid for with employer vouchers.

The survey was affected by the economic and isolation-separation requires from the Covid 19 virus on-set. Where possible, the surveys asked about the respondents “before, now and after” observations.

While we focused our survey on transit, respondents often made the association of transportation with housing availability and in some key situation, the location and costs of child-care; “...it’s all related”.

Lastly, the reader will note that we were able to conduct many substantial interviews. These requests for interviews and the time taken – no less than 10 minutes and often more than 30 minutes – were accomplished during the summer and fall of 2020, a period of much organizational uncertainty. It was also the time before a state and national election. Both conditions made it difficult to initially find the best information source. The ADG wishes to thank the respondents – both those we interviewed and those that took the time to steer us to the right person – for their generous allocation of time, helpful information, and candor.

## **Introduction & Project Overview**

From the Project Summary from the original briefing:

The issue of public transportation in western New Hampshire is one that has inhibited economic mobility among all walks of life. While public transportation services exist within Sullivan County and southern Grafton County, the neighboring regions have never been connected by a common public bus route. Connecting the two regions will help address accessibility issues for basic services, employment opportunities, and healthcare. The study will identify which populations would benefit from expanded public transportation. These include, but are not limited to, the elderly, special needs groups, those seeking job training opportunities, high school interns, young families, working individuals who do not have access to their own transportation, and those seeking more efficient transportation methods. Independent of this study, the Town of Newport and the Economic Corporation of Newport are collaborating to develop a park & ride in North Newport. Southwest Community Services, a regional nonprofit currently offering bus service within Sullivan County, is expected to be a pivotal partner in the overall project.

The proposed service focuses on the possibility of introducing a new route from Newport to the Hanover/Lebanon area using a RT10 and I-89 routing. The current proposal under consideration is that the service would be delivered by Southwestern Community Services and involve a morning and evening timetable.

Our initial workplan was created in the summer and reviewed with the then Economic Development Coordinator. The essence of the approved workplan plan and the focus of this exercise has been to reach out to:

- major employers in southern Grafton County
- important voices on transportation services in the region
- other organizations involved in regional economic development
- nursing homes and other important community voices in and around Newport
- other local voices in the Newport area

In the course of our work we:

- Reviewed relevant transport studies including:



- Route 120 Claremont-Lebanon/Hanover Transit Feasibility - Final Report June 2011 (Upper Valley Lake Sunapee Regional Planning Commission): [www.uvlsrcpc.org/files/9013/0877/4150/NH\\_120\\_Final\\_Report.pdf](http://www.uvlsrcpc.org/files/9013/0877/4150/NH_120_Final_Report.pdf)
- Interstate 89 New London - Hanover/Lebanon Commuter Feasibility Study - Final Report April 2017 (Upper Valley Lake Sunapee Regional Planning Commission)
- [www.uvlsrcpc.org/project/Interstate\\_89\\_New\\_London\\_Hanover\\_Lebanon\\_Commuter\\_Feasibility\\_Study\\_145/](http://www.uvlsrcpc.org/project/Interstate_89_New_London_Hanover_Lebanon_Commuter_Feasibility_Study_145/)
- January 31, 2020: Statewide Strategic Transit Assessment Study  
[www.nh.gov/dot/org/projectdevelopment/materials/research/projects/15680t.htm](http://www.nh.gov/dot/org/projectdevelopment/materials/research/projects/15680t.htm)
- Researched and identified key contacts at each of the organizations targeted. The contacts we identified and those we interviewed are detailed in Appendix. All of those interviewed have indicated that they stand ready to support any follow-up work and are available for further discussion.
- Reached out to all the targets to schedule interviews.

This report is based on interviews with:

- The major employers in Lebanon and Hanover, specifically:
  - Dartmouth Hitchcock Medical Center/Hitchcock Clinic – Lebanon
  - Dartmouth College – Hanover
  - Hypertherm - Hanover & Lebanon
  - FUJIFILM Dimatix, Inc.—Lebanon
  - Alice Peck Day Memorial Hospital

note: DH, Dartmouth College, Hypertherm and Fujifilm Dimatix are the top 4 largest employers in the Lebanon/Hanover area.

- The major voices on transportation policy and programs in the regions, specifically:
  - Upper Valley Lake Sunapee Regional Planning Commission - Lebanon, NH
  - Vital Communities -White River Junction, VT
- Other organizations involved in regional economic development in the region:
  - Claremont Development Authority (CDA) - Claremont NH
  - Grafton Regional Development Corporation - Plymouth, NH
  - Southwestern Community Services - Claremont, NH

- Town of Newport – Newport, NH
- Upper Valley Business Alliance - Lebanon NH/ Hanover NH/ Area Chamber of Commerce -Hanover NH
- Senior centers and other voices in Newport:
  - Summer Crest Senior Living - Newport
  - Woodlawn Care Center - Newport
  - Newport Senior Center – Newport
  - Hilton Garden Inn - Hanover Lebanon
  - Market Basket – Claremont

Details of the other organizations targeted in this exercise that did not respond to multiple requests to schedule a discussion - a not unsurprising outcome during Covid-19 - are also detailed in Appendix.

Details of other coach services and service providers in the region are highlighted in our Vital Communities meeting notes.

The approach adopted during our research discussions was to discuss the proposed service in the contexts of being:

- an economic driver - improving access to employment markets in Lebanon/Hanover and direct access to the largest employers in the northern region
- as a community benefit and quality of life enhancement - improving access for many to the other services offered by facilities in the Lebanon/Hanover area, especially medical/elder care.

### Key Findings

Detailed interview notes are presented herein. In the commentary that follows, we summarize our findings and immediately follow the summary with a more detailed consideration of each finding. Here is a synopsis of the key outcomes of this review:

There is **universal support in principle for a new service**: Everyone we spoke with (major employers, leading transport advocates, and others) underlined the need for improved public transport links between the Claremont/Newport area and the Hanover/Lebanon area. This view is echoed in recent regional transport studies.



**However**, because all of the commentators support the possibility of a new and sustainable service (and do not wish to see a new route launched that ultimately fails because of inadequate planning), there is almost unanimous agreement that further investigation will be needed to consider certain fundamental issues flagged-up during this initial scanning exercise. The Town of Newport has been encouraged to explore further the implications and questions arising from:

- long-standing proposals to introduce a service between Claremont and Lebanon on RT120. To some commentators, the Rt10/1-89 proposal is not the optimum route option.
- three-shift systems at the major employers in the Upper Valley present service scheduling challenges. The situation is further exacerbated by the fact that shift start and stop times differ at different employers. The ability to meet major employer needs will also be a factor on employer subsidies should this be a funding model consideration going forward.
- scheduling drop-off and pick-up stops along the proposed RT10/1-89 route. In evaluating and delivering a successful route model, the importance of developing a user demand matrix that takes account of potential passenger clusters along the route, passenger travel schedule needs, and general passenger access to proposed stops. The results of a detailed demand study will help those behind the proposal better understand service viability based on proposed schedules and actual journey times. A well-informed demand matrix would also help address the questions surrounding the RT120 option
- Covid-19 and its impact on current transport considerations and uncertainty about medium - longer term implications. At minimum, the recommendation is that any new service should be paused until a clearer picture emerges of future service requirements. Again, the hesitation is driven by a fear that a new service is launched and fails because demand is presently insufficient, thereby damaging prospects of a sustainable and successful service in the future.

We expand on these findings on the pages below and in more detail in the interview commentaries that follow.

#### **Universal support in principle for a new service**

All the commentators we spoke with touched on the need for improved transportation services between the Newport and Claremont area and Lebanon/Hanover. Here is a sampling:

- Vital Communities representing the Transport Management Association in the region confirm the generally held view that public transportation is much more developed and accessible on the Vermont side of the Upper Valley than in New Hampshire (see pages.
- There is strong support from those who have a role in transport matters for improved facilities in the Upper Valley region of NH. This was confirmed in discussions with the Upper Valley Lake Sunapee Regional Planning Commission. The UVLSRPC

noted that there is broad recognition that there is a disconnect between the Newport area and the major business centers and employment clusters around Lebanon and Hanover. Reference was made, by way of illustration, to the I-91 services and the shuttles between Lebanon/ DH, Dartmouth. In contrast, transport services to eastern NH towns are less frequent. The 2011 RT 120 and the 2017 I-89 studies carried out by UVLSRPC both highlighted transport as a major driver in economic development & planning. One anecdotal indicator of need referenced the Park and Rides facilities on highways adjoining linked to Lebanon/Hanover; these are invariably busy.

- Other community leaders expressed interest, as well as acknowledging the limitations of traditional models.
- Reference was made to recent transport studies carried out by UVLSRPC which have underlined and pointed to the need for improved public services from Newport/Claremont north to Lebanon/Hanover.
- The service gap was also pointed out by the major employers we spoke with. By way of example, Peter Glenshaw, Vice President of External Affairs began the interview by saying that:

*“There has been a need for better transportation between Claremont and the Upper Valley for more than a decade,”  
..... “transportation challenges are one of the biggest reasons for people not arriving on time for appointments”.*

Peter also noted that good transportation is essential for people who have chronic health issues (and need regular visits) and those facing socio-economic issues (often the same patient groups). As with others, he also believes that any improvements in transportation can only help strengthen the economic base of the region. From an employer’s perspective, regular and reliable transportation is fundamentally important too, especially when hiring entry level and/or service level employees.

*“If they are not on a bus line, it can be difficult to recruit”.*

- Hypertherm confirmed too that: *“Public transportation has long been a staffing issue in the area and a need”.* Fujifilm Dimatrix and the other largest employers in the Lebanon/Hanover area – Dartmouth Hitchcock and Dartmouth College confirmed their shared interest in the proposed new service in principle.
- More local to Newport, other community voices speak in support for a new service linking Newport with north and with other communities locally. These include Market Basket in Claremont and economic development entities.



### Issues that need further investigation prior to introducing any proposed new service

Again, although there is strong support for improved public transportation services generally, certain factors were flagged up to us that merit further investigation. These are:

#### Long-standing proposals to introduce a service between Claremont and Lebanon on RT120.

- The commentators we interviewed with previous experience of evaluating transport demands from the Newport and Claremont area have concerns that the proposed Newport RT10/I-89 route proposal may not be the best option. Vital Communities and UVLSRPC both referenced earlier studies proposing a link between Claremont and Lebanon along the RT120 corridor. That route proposal has, apparently, 'under consideration for about 20 years.
- UVLSRPC are strong proponents of the - yet unrealized - RT120 Claremont/Lebanon service. As much as they would welcome an improvement in south to north connections and especially the development of a new route accommodating communities that are currently underserved as in the current RT10 proposal, their fear is that the Newport proposal could ultimately work against the best interests of the Newport/Claremont area.
- Questions raised include:
  - is there sufficient demand for two geographically close parallel routes that might compete?
  - is there a possibility that the two-route option might operate against a successful single route, leading to the failure of both?
  - is the current Newport proposal the strongest and best option? UVLSRPC feel that the question will benefit from further and more detailed investigation. Earlier studies have suggested that there is a strong case for a Claremont/Lebanon route. UVLSRPC believe that this possibly represents the best scalable option and that a detailed demand matrix showing where the greatest demand will come from will help inform and shape the optimum option. The initial response from UVLSRPC is that the demand from Newport might be best served in the short-term building on the proposed NH 120 service with support connections from Newport.
- Therefore, strong support from UVLSRPC for improved public transportation services between towns in eastern NH and the Lebanon/Hanover area but recommending further investigation of the alternatives to ensure the proposed new route is the optimum public transport solution.

### Challenges presented by three-shift systems at major employers in the Upper Valley

Providing easier access to the major employers in the Lebanon/Hanover region has been one of the major driving forces behind this study. However, many commentators we spoke with highlighted the challenges presented by the three-shift systems operating at these facilities. The issues?

- The challenge of scheduling bus services to accommodate the travel needs of different workers on different shifts.
- The fact that the start and stop times at some of the major employers vary. This was raised by FUJIFILM Dimatix and presents another barrier to scheduling. It is believed that scheduling logistics – balancing convenience with the reality of individual worker travel needs – played a part in the failure of past van pooling services according to Vital Communities.

### Challenges of scheduling drop-off and pick-up stops along the proposed RT10/I-89 route

- In 2018 Vital Communities tried to introduce van pooling (mini-transit vans) on the back of favorable survey responses suggesting support for this type of service. Though there were other factors at play, one of the issues that seems to have contributed to the failure of the new service can be explained by the need to accommodate different pick-up and drop off locations. The impact on journey times appears to have made that service less attractive for daily commuters.
- The UVLSRPC also flagged up this factor in planning any proposed new service noting that the more stops on a bus route between two centers, the less attractive it can be to users. Speaking again to the benefits of a detailed demand analysis (a recommendation corroborated by all of the major voices including Dartmouth College, FUJIFILM Dimatix, and Dartmouth Hitchcock) UVLSRPC also noted that it is important to take account of commuter access to the proposed new route if you are to ensure that demand in principle is to be demonstrated in reality.
- UVLSRPC recommend benchmarking any proposed new service in NH against the experiences and practices of the principal operators on the I-91 routes in VT. They believe there are lessons to be drawn in the way they framed the challenges and solutions that balanced distance and time in their route scheduling.

### Covid-19 and its impact on current transport considerations

The reality at present is that the typical transportation challenges faced across the region are not a high priority. This is almost entirely due to the impact of Covid-19. The next effect of the pandemic has been to reduce transport demand considerably across the region. Here is some feedback based on our interviews:



- Dartmouth College coach services are all greatly reduced at present. The College has run van pools routed via the I-89 corridor in the past. These are currently suspended because of Covid-19.
- At Dartmouth-Hitchcock approximately 80% of the 5000 Lebanon staff are working remotely. Because of a reduction in travel to the hospital (by staff and patients) a new car park with 650 spaces slated for opening earlier this year has remained unopened.
- Hilton Garden Inn Hanover is currently working with about 20% regular staff numbers. Very difficult to predict staff needs and staff travel needs at present. Transport is not currently an important consideration.
- Hypertherm is presently working with about 60% employees on site for 1-2 days per week. The company's own pool van to Claremont that normally carries about 8 workers has been paused.
- FUJIFILM Dimatix report that transportation challenges are not a priority issue at the company at the present time.

The voices across the region that typically lobby for improved transportation facilities recognize the challenges the current situation poses on any new route evaluation. Invariably the recommendation made to us has been:

The impact of Covid-19 has been to remove transportation as a priority issue in basic economic and community development terms. Moreover, the many bodies that have called for an improvement in transport services from Newport/Claremont to Hanover/Lebanon in the past -planners and major employers alike - recognize that travel patterns and demand have changed considerably. In continuing to express strong support in principle (and to date that have been no negative voices), there is broad recognition that the introduction of any new service should be paused until travel by businesses, employees and the community at large is no longer being curtailed by Covid-19.

## Town of Newport - Transportation Market Study Services

### Survey Calls – Interview Notes

Organization	Location	Web	Contact	Position	E-Mail/Tel
Alice Peck Day Memorial Hospital	Lebanon	www.alicepeckday.org	Peter Glenshaw	Vice President of External Affairs	glenshawp@alicepeckday.org

**Interview date:** Wednesday, September 2, 2020

#### Commentary

- Alice Peck Day Memorial Hospital (APD) cares for more than 20,000 patients per year. Currently, the hospital has about 500 staff members.
- Peter began our discussion by saying that “There has been a need for better transportation between Claremont and the Upper Valley for more than a decade” says Peter.
- When asked if a new service of the type being mooted would be helpful to APD, Peter confirmed. Reasons?
  - On the patient side..... transportation challenges are one of the biggest reasons for people not arriving on time for appointments.
  - Continuing to the patient side..... good transportation is essential for people who have chronic health issues (and need regular visits) and those facing socio-economic issues (often the same patient groups).
  - From an employment perspective.....good and available transportation is fundamentally important, especially when hiring entry level and/or service level employees. “If they are not on a bus line, it can be difficult to recruit”.
  - From a general business perspective, any improvement in transportation will be to APMH’s advantage. While Newport is typically served by New London Hospital, APMH already counts Newport as a top ten regional source of patients. A better transport infrastructure would help grow that share.
  - Peter was not aware of the existing transport services provided by Southwestern Community Services
  - Speaking more generally, Peter believes that any improvements in transportation can only help strengthen the economic base of the region.



- Peter kindly agreed to help connect with the appropriate people at Dartmouth Hitchcock.
- He also agreed to address any follow-up questions by e-mail.

Organization	Location	Web	Contact	Position	E-Mail/Tel
Dartmouth College	Hanover, New Hampshire	<a href="https://home.dartmouth.edu/">https://home.dartmouth.edu/</a>	Patrick F. O'Neill	Director Dartmouth Transportation Services	Patrick.F.O'Neill@dartmouth.edu (603) 646-3159

**Interview date:** Friday September 4th

**Commentary**

- Dartmouth College is a private Ivy League research university in Hanover, New Hampshire. In 2019 staff and student numbers were: Academic staff: 943 (Fall 2018); Administrative staff 2,938 full time, 328 part time (Fall 2018); Students: 6,608. Dartmouth College is the second largest employer in Grafton County after Dartmouth Hitchcock Medical Center/Hitchcock Clinic.
- Dartmouth announced its plan in late June to bring approximately half of the undergraduate student body back to campus for each term of the 2020-21 academic year. The graduate and professional schools have set related plans for their operation. All plans emphasize the health and safety of students, faculty, and staff and include testing for the COVID-19 virus, remote learning for many on-campus students, and plans to evaluate and modify operations each term if virus conditions change. The fall term was scheduled to begin on Sept. 14 and students coming to campus were being required to quarantine for 14 days after arrival.
- Patrick O'Neill is the Director of Transportation Services. He oversees campus parking and coordinates multimodal forms of Dartmouth's participation in Upper Valley transportation for students, faculty, staff, and visitors.
- Patrick's direct line report (Dave Newlove, Associate Vice President of Business & Hospitality) oversees Dining Services; Real Estate; Transportation & Parking Services; Dartmouth Printing, Mail & Delivery Services; the Hanover Inn and Dartmouth Skiway.
- Dartmouth has 3500 parking spaces for students & employees
- The College has three transport services that the College makes financial contributions to that transport students & staff: Advanced Transit (Upper Valley), Stagecoach (I-89 – 'more of a rural transport company transporting from point A to point B' ), and Current (VT 91 corridor) but since Pandemic, not a lot of coach traffic. College is also a member of Enterprise Ride Share program (run via rental company).
- Here are the main points from interview with Patrick:
  - College has run van pools for the I-89 corridor in the past. These are currently suspended because of Covid-19.

- There is a demand at Dartmouth and an interest in principle at Dartmouth to improve services for employees and students traveling to and from Claremont & Newport, but it currently does not have the operators to provide a service.
- As with all other organizations contacted during this exercise, transportation constraints are not a high priority at Dartmouth at present.
- That said, based on precedent (and without intimating any commitment) the expectation from this interview is that the College would consider contributing financially to a new service if demand could be demonstrated and if it aligned with College needs.
- Patrick kindly agreed to make himself available for any follow-up questions by e-mail

Organization	Location	Web	Contact	Position	E-Mail/Tel
Dartmouth-Hitchcock Medical Center	Lebanon, NH	www.dartmouth-hitchcock.org	Thomas (Tom) Carlson	Director, Safety and Security	

**Interview date:** September 24, 2020

**Commentary**

- Annually, Dartmouth-Hitchcock (D-H) has more than 1.6 million outpatient visits, performs nearly 23,000 surgeries, discharges more than 28,000 patients, and cares for 21,000 emergency visits in our Lebanon Emergency Department.
- Dartmouth-Hitchcock has more than 13,000 permanent, full- and part-time employees at locations in New Hampshire and Vermont. Dartmouth-Hitchcock is the largest private employer in the state of New Hampshire. Its flagship, Dartmouth-Hitchcock Medical Center in Lebanon, employs more than 5,000 employees. Employee counts include:
  - More than 1,300 physicians, residents and fellows, and associate providers
  - More than 1,800 direct-care nurses
  - More than 1,200 allied health professionals
- 75% of D-H employees live in New Hampshire; 24% live in Vermont.
- Tom also has responsibility for parking and transportation in his role. He has been at D-H since 2016 and reports to Rick Adams, Senior Director, Strategic Communications at Dartmouth-Hitchcock



- Tom confirmed that the response to Covid-19 has brought with it - at least in the short term - changes in transportation needs, viz:
  - At present, approximately 80% of the 5000 Lebanon staff are working remotely. It was confirmed mid-August that this situation will continue till January 2021 and perhaps beyond. The decision to continue to limit on-site workers to only those who must be physically in attendance to perform their role takes into consideration that although case numbers in the region are low, they may rise. D-H have also factored in the challenges of screening and monitoring in administrative buildings, as well as meeting the demand for parking and shuttle buses.
  - Though there has been no formal announcement on policy post Jan 2021, D-H has created a Remote Work Task Force to determine the future of remote work at Dartmouth-Hitchcock Health. The task force is slated to complete its work in three phases, including creating policies and procedures for remote work; training leaders to manage remote workers; and sorting out space needs for a return to in-person work.
  - Because of a reduction in travel to the hospital (including staff and patients) a new car park with 650 spaces slated for opening earlier this year has remained unopened.
- Tom noted the existing transport arrangements in place with The Current, The Valley Transit (Stagecoach), Vital Communities (smaller service), and Mass transit. D-H does contribute to the costs of these services.
- The existing 'public' transport services do not extend south and therefore there would be interest in an additional service subject to demand, scheduling and stops. Tom was unable at this point to estimate how many D-H employees might be able/willing to avail themselves of a new service.
- The message relayed to Tom was that, in view of the generally favorable response to the proposal in principle from the larger employers in southern Grafton County, the expectation is that a recommendation will be made to look into the proposal further, taking account of factors such as three-shift systems, route stops, alternative route possibilities, and the ongoing implications of Covid-19.
- Tom confirmed he would be happy to take additional follow-up questions and supplied his e-mail address.

Organization	Location	Web	Contact	Position	E-Mail/Tel
Hilton Garden Inn Hanover Lebanon	Lebanon	<a href="http://www.hilton.com/en/hotels/lebhagi-hilton-garden-inn-hanover-lebanon/?SEO_id=GMB-GI-LEBHAGI">www.hilton.com/en/hotels/lebhagi-hilton-garden-inn-hanover-lebanon/?SEO_id=GMB-GI-LEBHAGI</a>	Michelle Clark	Director of Sales	<a href="mailto:michelle.clark@colwenhotels.com">michelle.clark@colwenhotels.com</a> (603) 448-3300

Interview date: August 27, 2020

**Commentary**

- 100-room hotel opened in 2018. Hotel also features more than 7,500 square-feet of flexible event space accommodating over 300 attendees. Well located for those visiting Dartmouth-Sunapee Region of New Hampshire. It is near Interstate-89 with ready access to Dartmouth College, Lebanon Opera House, and Dartmouth-Hitchcock Medical Center.
- Hotel runs its own shuttle bus with 50-mile radius. They will transport guests from hotel to college or medical centers.
- In the area, there may be instances of staff shortages but that is because people are not fully back to work. Everyone is working on very reduced levels. Under normal circumstances new transport route would probably be a good thing because area is evolving and growing Michelle cited bidding wars on new houses coming on market; Dartmouth Hitchcock expansion pre Covid; Dartmouth Coach (next door neighbors) pre Covid expansion and development of new car park. They transport between Boston and Manchester. They were on pause until August 16<sup>th</sup>.
- Very hard to predict staff needs at present. On Covid-19 lockdown, the hotel went from 50 employees to 5 managers only working. Now up to approximately 10 but still a bootstrap operation and only 20% usual work force. How that will look in the future is anyone's guess and larger decisions will be taken at corporate level.
- According to Michelle, this has been an eye-opener, and everyone is looking to pivot, do things differently.
- As an aside, Michelle's family have an ice cream store in Marlow, and this has been their best year ever. People have been so happy to get out.



Organization	Location	Web	Contact	Position	E-Mail/Tel
Hypertherm Inc.	Hanover/Lebanon	<a href="http://www.hypertherm.com">www.hypertherm.com</a>	John Rooney	Environmental Stewardship Program Manager	<a href="mailto:john.rooney@hypertherm.com">john.rooney@hypertherm.com</a> (603)-643-3441, ext. 1151

**Interview date:** August 27, 2020

**Commentary**

- Hypertherm has been in business for 50 years. It designs and manufactures plasma, laser, and waterjet cutting products for use in a variety of industries such as shipbuilding, manufacturing, and automotive repair. In addition, Hypertherm offers CNC motion and torch height controls, along with CAM software. The company is headquartered in Hanover, near Great Hollow Road, but has numerous facilities in the Upper Valley where it engineers and assembles its products before shipping them to locations around the world.
- The company is 100 percent employee owned. The company, consistently named a Best Place to Work, currently employs more than 1,800 Associates, worldwide. Employment in the Lebanon/Hanover area is 1000+ ranking it in the top 5 largest employers in southern Grafton County.
- In July 2020 it was selected as: Business of the Decade winner by Business New Hampshire Magazine and the New Hampshire Association of Chamber of Commerce Executives.
- Tom Roberts, executive director of Vital Communities recently said in support of the company: "Hypertherm's success as a business is legendary...When other businesses in the Upper Valley and throughout New Hampshire are looking for best practices in almost any category, they look to Hypertherm."
- John Rooney's responsibilities cover all 9-11 facilities, and his comments cover all Hypertherm's operations
- John's comments were made with the qualification that Covid-19 has brought change but that Hypertherm has for 40 year tried to maintain a 'no lay-offs philosophy'. It also looks to continue to maintain and build up its position in the Upper Valley.
- Because of Covid currently working with about 60% on site for 1-2 days per week and though things have slowed down, still need key people.
- Public transportation has long been a staffing issue in the area and a need. There are some services in Southern Vermont but few bus stops and mainly servicing the hospital and college. Preference towards reliable quality public transportation (bus routes) than ride share (car-pooling). Also, advantages at time of Covid-19 in terms of confidence in level of safety (disinfection rosters etc.) when carpooling demands much more personal responsibility.

- Hypertherm works 3 shifts (7.30am to 3.30pm, 3.30pm – 11pm, and 11pm to 7am. Other facilities working 3 shifts in the area are Timken Aerospace, FUJIFILM Dimatix and Dartmouth Hitchcock).
- Hypertherm has its own pool van to Claremont that carries about 8 workers. It is currently on pause because of Covid-19.
- John is on a local transportation committee run by 'Vital Communities'. He made the initial introductions on our behalf immediately following our meeting : <https://vitalcommunities.org/>
- Note: John is a public transport advocate given his commitment to environmental protection and therefore a big supporter of improved public transport generally. Whether this would convert into demand is another matter and John acknowledges this point.
- John kindly agreed to make himself available for follow-up discussions.

Organization	Location	Web	Contact	Position	E-Mail/Tel
FUJIFILM Dimatix, Inc.	Lebanon	<a href="http://www.fujifilm.com">www.fujifilm.com</a>	Madison Simoneau	Senior Human Resource Assistant	<a href="mailto:madison.simoneau@fujifilm.com">madison.simoneau@fujifilm.com</a> 603-442-4039

**Interview date:** October 6, 2020

**Commentary**

- Fujifilm Dimatix employs about 400 people in the Upper Valley Region.
- The company does about two-thirds of its business in Europe and Asia with the bulk of its Asian customers in China. The company's best-selling product line is a jet cartridge that prints tiles, and with China's housing market slowing down last year, fewer tiles were needed, and Fujifilm Dimatix had to trim the workforce slightly in 2019.
- Pre Covid-19, expectations were that the business world continue to expand in 2020. As with other organizations in the region however, the pandemic has brought about sharp contractions - and a pause in recruitment.
- Madison reports that happily, recruitment is picking up again though it is not yet at the rate it was two years ago.
- When recruitment was high in 2018, the subject of transportation from the Claremont area (e.g. a company bus service or other) was raised by some interviewees. Because of this, the company did consider looking at transportation challenges with Advance Transit but were too busy at the time to take discussions forward. Since then - because of changing business conditions - it has become less of a priority.



- Madison believes that there would be support in principle for improved transportation links between Claremont/Newport and Lebanon. She did however confirm that the proposed new service:
  - would have to be tailored not to accommodate three shift systems that start at different times at different organizations.
  - For example, she believes Hypertherm's and Fujifilm Dimatix shifts start and end at different times of the day.
  - should - where possible - be based on the fastest and most efficient route.
  - should probably be paused during Covid-19 if it is to be supported and succeed. Again, she noted that transportation challenges are not a priority issue at the company at the present time.
- Madison confirmed that she would be happy to take any follow-up questions by e-mail.

Organization	Location	Web	Contact	Position	E-Mail/Tel
Market Basket	Claremont	<a href="http://www.shopmarketbasket.com">www.shopmarketbasket.com</a>	Mike Luciano	Store Manager	603.543.1444 <a href="mailto:mluciano715@yahoo.com">mluciano715@yahoo.com</a> (personal: Mike gave permission to use)

**Interview date:** September 24, 2020

**Commentary**

- Mike believes the proposed new route could help staffing.
- He also advised that some Market Basket fulltime employees walk to work and therefore any transport resource would be helpful.
- Also, depending on schedules and passenger pick-up and drop-off locations, a new route could potentially be helpful to shoppers from Newport. The Claremont store draws customers from Newport.
- Mike asked where the proposed stops would be and was advised that – should the new service be given a provisional green light - that would be a separate planning exercise.
- Mike reports that Covid-19 has meant boom time for store in terms of volume and value of average sale (people staying at home, not comfortable eating out, etc.) But it has been the perfect storm for Mike in terms of staffing..... everyone is recruiting at present and they are not best payers (typically paying a couple of dollars below others). Also, some workers do not want to be in public situations, nervous about being out. It has been a challenge making the possibility of an additional route more attractive.

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Organization	Location	Web	Contact	Position	E-Mail/Tel
Upper Valley Lake Sunapee Regional Planning Commission	Lebanon, NH	<a href="http://www.uvlsrcpc.org">www.uvlsrcpc.org</a>	Meghan Butts Alex Belenz	Interim Director Planner	<a href="mailto:mbutts@uvlsrcpc.org">mbutts@uvlsrcpc.org</a> 603.448.1680  <a href="mailto:abelenz@uvlsrcpc.org">abelenz@uvlsrcpc.org</a> 603.448.1680

**Interview date:** Friday, September 4, 2020

**Commentary**

- The Commission has been providing professional planning assistance to municipal boards since 1963 when it was the Upper Valley Development Council. UVLSRPC staff areas of expertise include comprehensive planning, land use regulations, transportation planning, natural resource inventories, community/economic development, public participation, affordable housing, and hazard mitigation planning.
- The UVLSRPC is one of nine Regional Planning Commissions (RPC) in New Hampshire created to coordinate all aspects of planning, act as a liaison between local and state/federal governments and provide advisory technical assistance. UVLSRPC serves 27 municipalities, local groups such as river advisory committees, economic development councils, housing organizations and others who affect the future land use of the region. The UVLSRPC is governed by Commissioners appointed by member communities and counties and a small number of at-large-members.
- The UVLSRPC is charged with creating a long-range regional transportation plan for the 27 communities in the Upper Valley Lake Sunapee region of New Hampshire. The Regional Corridor Transportation Plan focuses on the region's major transportation corridors to present a 15-year vision for an improved transportation system. The major goals of the Regional Corridor Transportation Plan are to:
  - Understand the transportation needs of all transportation system users in the region - residents, employers, drivers, walkers, bicyclists, public transit users, etc.
  - Identify needed improvements to the transportation system - based on public input and data analysis.
  - Develop an action plan to get needed transportation improvement projects developed, funded, and completed.



- The Commission is funded through a variety of state, federal, local, and private sources. Most of the funding comes from federal programs that are contracted through NH state agencies (federal pass-through) such as the NH Department of Transportation, Community Development Block Grant, and others. The Commission continuously looks for new resources that best serve the needs of the municipalities within the region.
- Three earlier transport studies were flagged up during our discussions with UVLSRPC. They are helpful references, viz.:
  - **Final Report June 2011: Route 120 Claremont-Lebanon/Hanover Transit Feasibility** (Upper Valley Lake Sunapee Regional Planning Commission). The study was an effort to determine the most feasible and cost-effective way to provide public transportation to connect the Claremont and Lebanon/Hanover employment centers and the communities along the NH Route 120 corridor. The sixteen-town NH 120 area straddles the Connecticut River Valley and includes both New Hampshire and Vermont, with towns from Grafton and Sullivan Counties in New Hampshire and Windsor County in Vermont. The towns in New Hampshire all fall within the Upper Valley Lake Sunapee Regional Planning Commission service area, while the towns in Vermont are divided between the South Windsor County Regional Planning Commission and the Two Rivers Ottauquechee Regional Commission. This public transit connection has been a longstanding statewide and regional transit development priority. This route was cited in the NHDOT Long Range Transportation Plan, the Upper Valley Lake Sunapee Regional Transportation Plan, Sullivan County Public Transit-Human Services Coordination Plan, and Community Alliance of Human Services Transportation (CAHS) Short-Range Transit Plan.   
[www.uvlsrcpc.org/files/9013/0877/4150/NH\\_120\\_Final\\_Report.pdf](http://www.uvlsrcpc.org/files/9013/0877/4150/NH_120_Final_Report.pdf)
  - **Final Report April 2017: Interstate 89 New London - Hanover/Lebanon Commuter Feasibility Study** (Upper Valley Lake Sunapee Regional Planning Commission)   
[www.uvlsrcpc.org/project/Interstate\\_89\\_New\\_London\\_Hanover\\_Lebanon\\_Commuter\\_Feasibility\\_Study\\_145/](http://www.uvlsrcpc.org/project/Interstate_89_New_London_Hanover_Lebanon_Commuter_Feasibility_Study_145/)
  - **January 31, 2020: Statewide Strategic Transit Assessment Study**   
[www.nh.gov/dot/org/projectdevelopment/materials/research/projects/15680t.htm](http://www.nh.gov/dot/org/projectdevelopment/materials/research/projects/15680t.htm)
- As with other interviewees, the team at UVLSRPC is well disposed to improvements in public transport services to the south of Hanover/Lebanon, viz:
  - There is recognition that there is a disconnect between the Newport area and the major business centers and employment clusters around Lebanon and Hanover. Reference was made, by way of illustration, to the I-91 services and the shuttles between Lebanon/ DH, Dartmouth. In contrast, transport to eastern NH towns is less frequent.
  - The 2011 RT 120 and the 2017 I-89 studies carried out by UVLSRPC both highlighted transport as a major driver in economic development & planning. One anecdotal indicator of need mentioned in conversation is that the Park and Rides facilities on highways are always busy.
  - Calls for improvements in public transport infrastructure tend to focus on demand for better southern (Claremont/Newport) to northern (Lebanon/Hanover) connections. These are typically framed in support of the needs of daily commuters to the employment clusters in and around Lebanon/Hanover. It was noted that there is probably less demand originating from north to south except for travel to the DMV, Sullivan County Offices, and car dealerships.



- Despite support in principle, given its role and expertise in this area (focused and informed in part by the studies referenced at the beginning of this interview note), it is perhaps no surprise that the UVLSRPC urges caution before introducing a new route. Reference was made to some of the factors that have come up in other discussions, viz.:
  - the immediate implications of Covid-19) and the flattening in demand and service cut-backs caused by the pandemic.
  - the more stops on a bus route between two centers, the less attractive it can be to users
  - the need to design a service that considers commuter access to the proposed new route.
  - the need to design a service that dovetails with major employer shift changes and varying start and stop shift-times.
- The other main factor UVLSRPC brings to this review is the proposed RT120 Claremont to Lebanon coach service which has been 'under consideration for about 20 years. As much as they would welcome an improvement in south to north connections – especially the development of a new route accommodating communities that are currently underserved as in the current RT10 proposal – the fear is that it could ultimately work against the optimum transport solution.
- UVLSRPC are also strong proponents of the - yet unrealized - RT120 Claremont-Lebanon service proposed in the 2011 study. Questions raised include:
  - is there sufficient demand for two geographically close parallel routes that might compete?
  - the possibility that the two-route option might operate against a successful single route, leading to the failure of both.
  - is the current Newport proposal the strongest and best option? UVLSRPC feel that this question will benefit from further and more detailed investigation. Past studies have suggested that there is a strong case for a Claremont/Lebanon route. If further study demonstrates that this is the best scalable option based on a detailed demand matrix, the initial thinking from UVLSRPC is that the demand from Newport might be best served in the short term with the proposed NH 120 service with supporting connections to and from Newport. If this is a success and there is the demand in the future, the service might then usefully be extended to include a RT10/I-89 route. UVLSRPC's position is that it is important to weigh-up the range of options.
- Therefore, strong support from UVLSRPC for improved public transportation services between towns in eastern NH and the Lebanon/Hanover area but recommending:
  - further investigation of the alternatives to ensure the proposed new route is the best option.
  - pausing additional routes until the medium to longer term impacts of Covid-19 on demand are more evident (i.e. to avoid launching a new service which might be a great success in 'normal' times but presently fail because of the current circumstances).
- It was also suggested that by Alex that in shaping any new service in NH, it might be helpful to benchmark against the experience and practices on the I-91 routes in VT. There are lessons to be drawn he believes in the way they framed solutions that balanced distance and time in their route scheduling.
- Both Meghan and Alex confirmed that they would be happy to help in any way they can going forward. After the meeting, Meghan relayed the links to the two UVLSRPC studies referenced in these notes.

Organization	Location	Web	Contact	Position	E-Mail/Tel
Vital Communities	White River Junction, VT	<a href="https://vitalcommunities.org/">https://vitalcommunities.org/</a>	Bethany Fleishman	Transportation Program Manager	<a href="mailto:bethany@vitalcommunities.org">bethany@vitalcommunities.org</a> 802-291-9100 x111

Interview date: August 28, 2020

**Commentary**

- Vital Communities is a nonprofit organization whose mission is to cultivate the civic, environmental, and economic vitality of the Upper Valley. It is a 501(c)3 nonprofit organization serving 69 towns in the Upper Valley region of Vermont and New Hampshire. The perimeter of their service area includes Ryegate, Vermont, and Bath, New Hampshire, in the north; New London, New Hampshire, in the east; Walpole, New Hampshire, and Westminster, Vermont, in the south; and Bethel, Vermont, in the west.
- In addition to its transportation programs, the organization offers services across other community interests including energy and food. Further details at <https://vitalcommunities.org/about/>
- The Vital Communities Transportation Program works with employers, municipalities, school districts, and regional planning commissions to improve transportation options and reduce reliance on driving alone.
- Here is a snapshot of existing public transport coach services in the area:
  - Advance Transit (Canaan, Enfield, Hanover, Hartford, Lebanon, Norwich)
  - Stagecoach (I-89 and I-91 north of Advance Transit in Vermont)
  - Connecticut River Transit (I-91 south of Advance Transit in Vermont)
  - Southwestern Community Services (serving Claremont, Charlestown, and Newport)
  - Vermont Trans lines (daily trip between Rutland and Upper Valley)
  - Dartmouth Coach (service from Hanover, Lebanon, and New London to Boston and New York City)
- Looking at the major services in more detail:
  - Advance Transit – Free Transit for the Upper Valley. 6 scheduled routes and 2 shuttle routes. AT buses are cleaned thoroughly nightly including disinfection of frequently touched surfaces.
  - Stagecoach: 89er South – (FARE-FREE during the pandemic, all riders MUST call ahead to reserve a ride). Routes: 89er North, River Route, Randolph Area Circulator, Bradford Area Circulator, Saturday Shopper, Randolph Shopper, Monthly Shoppers, Royalton Route, Chelsea Route, Hancock Route, Woodstock Route.
  - “The Current” / Connecticut River Transit: 11 routes including Dartmouth Hitchcock and Dartmouth College Expresses.



- Sullivan County Transit / Southwestern Community Services: The SCS Transportation Program is a shared ride service and is open to everyone. To access the service, passengers meet the bus at any of the scheduled stops listed on the Public Transit Schedule. Route deviation demand response transportation is also available in Charlestown, Claremont, and Newport; Dial-A-Ride is available in Claremont; and the Volunteer Driver Program operates throughout Sullivan County.
- While services have been adjusted to meet changing travel patterns brought about by Covid-19, typically the Upper Valley claims to enjoy one of the best rural transit systems in the country with several companies offering services to major workplaces in the area. Looking beyond the local area, Stagecoach, and Connecticut River Transit offer pick-ups as far away as Springfield, Bradford, Montpelier, and Wells River. Southwestern Community Services currently offers community bus service in Claremont, Newport, and Charlestown.
- The Vital Communities Transportation Program convenes the Upper Valley Transportation Management Association (UVTMA), a membership-based group of workplaces, transportation providers, municipalities, and planners. Dues-paying members are eligible for customized programs and services for their town or workplace. Members include:

Workplaces

- Co-op Food Stores of New Hampshire and Vermont
- Dartmouth College
- Dartmouth-Hitchcock
- Hypertherm
- Kendal at Hanover
- King Arthur Flour
- Greater Lebanon Chamber of Commerce
- Mascoma Savings Bank
- Resource Systems Group

Municipalities

- Town of Enfield
- Town of Hanover
- Town of Hartford
- City of Lebanon
- Town of Norwich

Schools

- Dresden School District
- Lebanon School District

Transit Providers

- Advance Transit
- Connecticut River Transit

- Dartmouth Coach
  - Southwestern Community Services
  - Stagecoach Transportation Services
- Regional Planning Commissions
- South Windsor County Regional Planning Commission
  - Two Rivers Ottauquechee Regional Commission
  - Upper Valley Lake Sunapee Regional Planning Commission

- The current members of the Upper Valley Transportation Management Association Steering Committee can be viewed at: <https://vitalcommunities.org/transportation/about-the-uvtma/>. ADG used this list in developing the workplan for this project.
- The main message to take from this background briefing is that there are many informed and committed players in the regional transportation arena and – as anticipated in the project planning process – many have a contribution to make in the context of the proposed new service.
- Here are the main points that came up in discussion with Vital Communities Transportation Program Manager, Bethany Fleishman:
  - As a general guideline, the VT side of the border with NH is well served and has a good transport service for a rural area.
  - There is a huge deficit on the NH side with large parts of Hanover and Lebanon underserved. This has been recognized by many as a major growth constraint during the last phase of economic expansion prior to Covid-19.
  - Bethany recommended that we speak with the Upper Valley Lake Sunapee Regional Planning Commission because the UVLSRPC is the major force in the region collecting transport data and to help inform and shape policy. She also encouraged us to reference recent traffic feasibility studies undertaken by UVLSRPC (including one that looked at a proposed RT 120 service between Claremont and Lebanon). Bethany offered to make introductions to UVLSRPC and did that shortly after our meeting. We followed up with the UVLSRPC separately.
  - In 2018 Vital Communities tried to introduce van pooling (mini-transit vans) on the back of favorable survey responses suggesting support for this type of service. In the end, the service did not get off the ground because of lack of demand.

Reasons:

- fewer people than the data suggested were interested in using the service and it could not reach critical mass. It was suggested this came from a general resistance to the reality of pooling and a lack of confidence in service reliability.
- difficulty organizing pools that could accommodate different shifts (and different shift start and end times) and different employee drop off points.
- reluctance on the part of major workplaces to support a service involving multiple workplaces (arising perhaps from individual HR policies and general liability concerns). Companies such as Hypertherm seem to prefer running van pools serving their own employees only.



- mixed nature of the existing transport infrastructure (reasonably good on the Vermont side, less good on the NH side).
- According to Bethany, the depressing reality is that – although the van pooling service did not get off the ground - people regularly call Vital Communities because they cannot get employment because they have no transport.
- Bethany and Vital Communities is a strong supporter in principle of any new service that will improve travel links across the region. She believes that the proposed Newport service merits consideration albeit she recognizes that because of the current issues surrounding Covid-19, any proposed new service should probably be paused until a clearer picture emerges of work patterns, the implications of remote working, and travel needs. Possibly drawing on her van pooling experience, she cautioned against introducing a new service that might fail because of current circumstances.
- Bethany confirmed she would be available for further discussions if necessary.

### **Other Community Leaders**

In addition to large-scale employers, we surveyed the following community leaders who might have an interest in transportation, either from their specific needs as an employer or service provider, or due to their economic or business development mission.

We have shortened responses where comments are in concurrence with others herein presented, for brevity, presenting only summarized highlights.

#### **Commentary:**

Brenda Burns – Newport Senior Center Oct 8, 2020

Lots of calls are not filled by contracted provider

They do not go to New London for medical treatments as territory is limited to Newport boundaries.

Plan B? Volunteer driver program from South West Community Services: “ ... depends if they have drivers”

Employees? “ ...scrambling for employees ... don’t use this just to take Newport’s pool north, we need workers here!”

Hypertherm – had layoffs, pay not so great as everyone reports– higher skill jobs employees already have cars

Claremont link problem with service gaps ex; To go to Wal-Mart, 1 hour wait at station after shopping

Bus: “Not safe, uncomfortable riding” is what she is told

No Lyft or Uber or taxi available

They use their 1 owned sedan for transporting seniors (not handicapped accessible) for in Newport trips only.



Nancy Merrill – Eco Dev Claremont – Sept 30

Advance Transit is service for Claremont

Route 10: Not sure demand will sustain. Not familiar with the Rte. 10 demand

East-west service is usually OK

Issues: Hospitality and nurses are scheduled, but unscheduled workers hard to match with fixed routes

Transportation Group has been meeting-running this: Pat Crocker is key person

SWCS, surveys (lots over time) show strong north-south need

Central stop at City Hall needed

Also, there is a bus to Ascutney VT 1 a day

Tracey Hutchins – UV Alliance (Hanover and Lebanon)- Regional Chamber of Commerce Sept 29

Bi-weekly meetings, now virtually with communities on this issue and housing, includes:

- Cody Morrison, Newport

Alliance is to get more reliable service from Claremont

Work Force is needed now

Housing “huge issue”, causing more and further communicating, harder for transit riders

The Connector Service form DH is used

Speak with Perry Palmer SW Trans Services (Claremont-Lebanon)

Vital Communities has Trans Committee Bethany Fleichman 802.291.9100 [bethanyatvitalcommunities.org](http://bethanyatvitalcommunities.org)

Advance Transit provider to DHMC

Reliability? Questionable: More frequency needed: weekends and late shifts (dishwashers as example)

Current demand:

Almost back to Jan shortage levels (workforce scarcity), unemployment is -1% less than state at 4.5%

DH hiring, cannot find enough applicants

Both skilled (w cars) and less-skilled, w/o car (ex: restaurant workers) are scarce

Ridesharing: Hypertherm has a bus (goes into VT- Ludlow)

Dartmouth College tries, but now many remote workers, no mention of "Commuting by Choice" for upper wage employees to Newport

Workforce needs: Geo-Comm in Lebanon, Bio-Excel, no skilled workers pool now

Anne Duncan Cooley – GCEDC – Sept 30, 2020

Claremont conversations about needs have been going on "forever", still needed

Demographics and major employers drive the need, and it is not going away.

Buses from Bellows Falls VT to UV

Housing in Claremont and bus stop location(s) are issues

Source of work force are needed now; recent example is a dentist office receptionist position could not be filled; good job

Stage Coach is the bus: at times oversubscribed, issues at night: "...don't feel safe".

Newport workforce is still needed, now



Bus to go to cultural events, retail, and other commercial draws? Probably not.

Advance Transit OK, but weekends and late shifts a problem. Other demands:

1. GCEDC now collaborating w Comm College in Lebanon; highest draw new class: entrepreneurial start-ups, especially "unintended entrepreneurs."
2. LNAs with DHC: yes, big demand, need flexible transit

Chris Martin – Woodlawn (Medicaid Provider) Nursing Home – Oct 9 2020

Public Transit comes up often, by necessity, but not a lot of other options

His organization is not reimbursed to take people to healthcare, must use "brokered Medicaid service: they are "horrible"; show up ½ time requested. Southwest provides transit directly and does OK; the required Medicaid-broker is the issue.

They run Maple Manor - independent housing center - is a stop, 1 time daily

Owned cars and families for rides are the usual source of rides. Not much public transit.

Manor owns but cannot use their own bus for shuttling others (on Medicaid). It was owned by (now closed) CTS, wheelchair van, could utilize but Medicaid requires Certification Plan for one vehicle as if there were 50.

On demand, flexible service demand is strong if it could be met by a new provider

Employees use of public transit.: No service available, so no history of employees utilizing transit

Also, LNAs now getting \$16-\$17 PH per diem, RN \$30-\$40 per hour, so they have cars.

Other: What happened to "wheels-for-workers" program?

- Used trade-ins get reliably fixed up and sold to Low/Moderate income individuals
- with Financial training, how to manage home budget, car repairs, etc.

"That was helpful before. Would welcome its return".

**ADG: Some take-aways thoughts from the Other Interviews:**

1. The workforce needs are now high again after a brief Covid break, especially in the Upper Valley.
2. The “severe” housing costs-shortages in UV are causing more gentrification of lower wage people-jobs to further away retail sites, longer commutes.
3. Day care locations and costs also eliminate lower wage working parents (usually women) as the time required to “do the triangle” of home-child care drop off to work twice a day, and the costs of day care (especially for younger children and infants) requires almost as much as is paid. Hence the parent gets out of their career path. These three issues of transit, housing, and child-care: .... *it’s all related*”.
4. Reverse Commuters: When asked, respondent did not suggest a market by professionals working in the Upper Valley that would use public transit as a way of daily commuting to their homes in Newport; it does not appear to be a way of recruiting a larger working middle-class resident to Newport.
5. Respondents said they thought a flex service - taxi, Uber, Lyft – could be helpful and used. *“We could really use that here, but no one yet...”*.

ADG suggests that – in addition to traditional fixed schedule, capital intensive public transit increases - that Southwest or others might want to increase their per-diem drivers that are now on call; to seek funding for more on-call drivers, not just more buses.

For economic development (such as Newport’s ECON) organizations, they could investigate support for a start-up taxi and/or Uber drivers that could utilize more flexible services, by pre-arranging demand from these employing entities. As an example, the employers that have late night shifts would regularly call these new entrepreneurs for demand in the late night and weekends, giving them a revenue base and ensuring a pre-qualified (safe) driver and driver.

If successful, this would be a low cost- high impact amenity to their communities. Flexible Uber-style is increasingly a “gotta’ have” for millennials and looking for where to live-work-play.





## Appendix 1

### ADG – Newport Transportation Project: Initial Workplan Draft - Created June 2020

Task/Target Group	Review/Identify detail & contacts	ADG Survey Lead	Comment
Review existing materials, reports & online resources	Bob & Stu*	N/A	See in particular: <a href="http://www.nh.gov/dot/programs/scc/rcc.htm">www.nh.gov/dot/programs/scc/rcc.htm</a> Also: NH DOT-The Strategic Statewide Transit Assessment (SSTA): published Jan 2020
Senior Citizen Homes/Centers in Newport	Bob	Stu	Approx. 8 centers? TBC Resident and employee transport
Key Newport Employers	Bob	Bob	Employee transport See:

Newport Community + Community Clusters - Online Resources	Bob & Stu	Bob & Stu	<a href="http://www.nhes.nh.gov/elimi/products/cp/profiles-hm/newport.htm">www.nhes.nh.gov/elimi/products/cp/profiles-hm/newport.htm</a> <a href="http://www.newportnhchamber.org/members.htm">www.newportnhchamber.org/members.htm</a>
Grafton County -- Major Employers	Bob	Bob	General community transport issues See: <a href="https://www.facebook.com/groups/713847218723701">www.facebook.com/groups/713847218723701</a> <a href="http://www.newportnhchamber.org/members.htm">www.newportnhchamber.org/members.htm</a> Others?
-Medical Centers	Bob	Bob	Employee transport (current & projected needs) See: <a href="http://www.upstaten.h.com/GraftonCountyNH.html">www.upstaten.h.com/GraftonCountyNH.html</a> <a href="http://www.nhes.nh.gov/elimi/products/cp/documents/grafon-cp.pdf">www.nhes.nh.gov/elimi/products/cp/documents/grafon-cp.pdf</a>
-Other magnet locations	Bob & Stu	Stu	See also: <a href="http://www.gcsc.org/">http://www.gcsc.org/</a> <a href="http://www.nchenh.org">www.nchenh.org</a> <a href="http://www.dhhs.nh.gov">www.dhhs.nh.gov</a>
Other key groups	Bob & Stu	Bob & Stu	TBD
TBD			

\*Bob Creighton of ADG was interviewer, or  
 Stuart Arnett of ADG was interviewer



## Appendix 2 - Organizations & Contacts Targeted for Interview

Interviewees highlighted in yellow								
<b>Major Employers</b>								
Dartmouth Hitchcock Medical Center/	Lebanon							
Dartmouth Hitchcock Medical Center/	Lebanon							603-354-5400
Dartmouth Hitchcock Medical Center/	Lebanon							603 650 5000
Dartmouth Hitchcock Medical Center/	Lebanon							603-629-1211
Dartmouth Hitchcock Medical Center/	Lebanon							(603) 494-2179
Dartmouth Hitchcock Medical Center/	Lebanon							603 653 1913
Dartmouth College	Hanover							603 650 7896
Dartmouth College	Hanover							603-646-2341
Dartmouth College	Hanover							(603) 646-3159
Dartmouth Printing Co.	Hanover							603 646-2278
Hypertherm	Hanover & Lebanon							
Hypertherm	Hanover & Lebanon							
Hypertherm	Hanover & Lebanon							
Hypertherm	Hanover & Lebanon							
Alice Peck Day Memorial Hospital	Lebanon							(603)-643-3441, €
Alice Peck Day Memorial Hospital	Lebanon							(603) 448-7442
FUJIFILM Dimatix, Inc.	Lebanon							(603) 443-5300
FUJIFILM Dimatix, Inc.	Lebanon							603-442-4039
<b>Major Regional Voices on Transport</b>								
Vital Communities	White River Junction							
Upper Valley Lake Sunapee Regional Pl	Lebanon							802-291-9100 x1
Upper Valley Lake Sunapee Regional Pl	Lebanon							603.448.1680
Upper Valley Lake Sunapee Regional Pl	Lebanon							603.448.1680

Continued over



<b>Other Regional Voices</b>						
Claremont Development Authority (CD	Claremont NH	Nancy Merrill	Director of Planning and Development	<a href="mailto:nmerrill@claremontnh.com">nmerrill@claremontnh.com</a>		603-504-0340
Grafton Regional Development Corporation	Plymouth, NH	Anne Durcan Cooley	CEO	<a href="mailto:adc@graftonrdc.org">adc@graftonrdc.org</a>		(603) 536-2011
Town of Hanover	Hannover, NH	Julia Griffin	Hannover Town Manager	<a href="mailto:julia_griffin@hanovernh.org">julia_griffin@hanovernh.org</a>		(603) 643-0701
Southwestern Community Services	Keene, NH	John Manning	CEO			603.352.7512
Southwestern Community Services	Keene, NH	Keith Thibault	Chief Development Officer			603.352.7512
Southwestern Community Services	Claremont, NH					603.542.9528
Upper Valley Business Alliance/Hanover	Lebanon NH	Tracy Hutchins	Executive Director	<a href="mailto:tracy@uppervalleybusinessalliance.com">tracy@uppervalleybusinessalliance.com</a>		603. 448.1203
Upper Valley Business Alliance	Lebanon NH	Tammi Klotz	Administrative Coordinator	<a href="mailto:tammi@uppervalleybusinessalliance.com">tammi@uppervalleybusinessalliance.com</a>		603. 448.1203
<b>Other Commentators</b>						
Hilton Garden Inn Hanover Lebanon	Lebanon	Michelle Clark	Director of Sales at Hilton Garden	<a href="mailto:michelle.clark@colwenhotels.com">michelle.clark@colwenhotels.com</a>		(603) 448-3300
Market Basket	Claremont	Mike Luciano	Store Manager			603.543.1444
Market Basket	Claremont	N. David	Assistant Manager			603.543.1444
Summercrest Senior Living	Newport	Hailey Wetherbee	Executive Director	<a href="mailto:hwetherbee@summercrest.net">hwetherbee@summercrest.net</a>		(603) 863-8181
Woodlawn Care Center	Newport	Chris Martin	Owner/Administrator at Woodlawn	<a href="mailto:chris@woodlawncarescenter.com">chris@woodlawncarescenter.com</a>		
McCoy Home For The Elderly	Newport	Tammy Desilets				603-543-1255
Newport Senior Center	Newport	Brenda Burns	Executive Director	<a href="mailto:mccoym@assistedlivinginnh.com">mccoym@assistedlivinginnh.com</a>		603-863-5139
<b>Researched and contacted but did not respond to requests for interview</b>						
Hanover Inn Dartmouth	Hanover	Kristin Licciardi	Front Office Manager	<a href="mailto:kristin.licciardi@hanoverinn.com">kristin.licciardi@hanoverinn.com</a>		(603) 643-4300
Hanover Inn Dartmouth	Hanover	Brian Hunt	General manager	<a href="mailto:brian.hunt@hanoverinn.com">brian.hunt@hanoverinn.com</a>		(603) 643-4300
Residence Inn Hanover Lebanon	Lebanon	Ty Kulick	General Manager at Residence Inn	<a href="mailto:ty.kulick@marriott.com">ty.kulick@marriott.com</a>		(603) 643-4511
Residence Inn Hanover Lebanon	Lebanon	Cheryl M Melkonian	Asst GM	<a href="mailto:cheryl.melkonian@marriott.com">cheryl.melkonian@marriott.com</a>		(603) 643-4511
Hampton Inn White River Junction Vermont	White River Junction	Debi Lombardi	General Manager at Hampton Inn	<a href="mailto:gm@whiteriverhampton.com">gm@whiteriverhampton.com</a>		603-348-8005- D
Valley Regional Healthcare	Claremont	Timothy McNulty	Snr. Director of Human Resources	<a href="mailto:Timothy.McNulty@vrh.org">Timothy.McNulty@vrh.org</a>		(603) 542-3491
Valley Regional Healthcare	Claremont	Robin L. Caissie	Senior Director of Development and Community Engagement			(603) 542-1837
Valley Regional Healthcare	Claremont	Jocelyn F. Caple	Interim Chief Executive Officer & Chief Medical Officer			(603) 542-1837