

# NEMT TODAY™

SPRING EDITION

NEWS FOR THE NON-EMERGENCY MEDICAL  
TRANSPORTATION INDUSTRY STAKEHOLDERS



ADVANCING EXCELLENCE IN  
NON-EMERGENCY MEDICAL  
TRANSPORTATION

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[Letter from the Board of Directors](#)



### Greetings from the Spring Edition of NEMTAC Magazine!

This past year has been an exciting period of growth and development for the organization and the NEMT industry. Here are a few key victories from 2024:

- **Accreditation:** NEMTAC accredited two new companies this year and issued the first in a series of renewals.
- **Standards:** We sent three standards through public comment periods and submitted them to ANSI for process review, with several more in progress.
- **Conference:** At this year's Transform 2024, we set a new attendance record on-site in Glendale, Arizona.
- **Education:** We certified 2,409 students across the country, including 1,878 new enrollees.
- **Outreach:** Our Executive Director, Peter Hicks, and several board members represented NEMTAC at six different industry conferences in the last half of the year.

When NEMTAC was founded, Steve Lewis, our first Board President, often said, **"Our job is to make sure all boats rise together"** as we improve the industry. Through education, standards development, and accreditation, the industry continues to make incremental improvements that ensure passenger safety and provider reliability.

During our federal-level meetings, we learned that passenger safety and the reliability of provider networks are the two largest complaints reaching Washington, D.C. By directly addressing these concerns, we alleviate the need for legislation or rulemaking that might

have been introduced without NEMTAC's efforts.

In addition to these benchmarks, **Karen Shields** joined our Board of Directors in August, completing our slate of directors just in time for the selection of new board officers. As a reminder, the 2024–2025 officers are:

- **Tanya Copeland, Chair**
- **Jeremy Scalzi, Vice Chair**
- **Frank Ciccarella, Secretary**
- **Lori Bonderowitz, Treasurer**

With so many successes in 2024, what can we look forward to in 2025? Expect new staff additions to the organization in January. We will also resume our **Lunch & Learn Series** with a **State of the Organization** session in January. And, of course, we will begin ramping up for **Transform 2025**, taking place in **Dallas, Texas, from August 24th through 26th**. Thank you for your support and input as we continue our mission to develop standards and enhance the quality of non-emergency medical transportation across the country.

**Tanya Copeland**, Chair  
NEMTAC® Board of Directors

**Peter J. Hicks**, Executive Director  
NEMTAC®

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## 2024-2025 Board of Directors Officers



Meet NEMTAC's dynamic leaders! Tanya Copeland (Chair), Jeremy Scalzi (Vice Chair), Lori Bonderowitz (Treasurer), and Frank Ciccarella (Secretary) – all driving excellence in safe, reliable NEMT services!

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# WELCOME



Joel has 15+ years of healthcare and NEMT leadership experience, specializing in accreditation, education, and compliance. His roles at MTM Inc., Global Healthcare Alliance, and the Epilepsy Foundation Texas demonstrate expertise in program direction, operations management, and public health initiatives. He holds an MBA and MHA from the University of Houston–Clear Lake and a BS in Economics from Texas A&M University.

## Joel Smith

Program Manager,  
Accreditation & Education



### Exciting News!

We're thrilled to welcome Joel Smith as NEMTAC's new Program Manager, Accreditation & Education, starting February 3, 2025! Joel brings 15+ years of leadership experience in healthcare and NEMT, specializing in accreditation, education, and compliance. His background includes key roles at MTM Inc., Global Healthcare Alliance, and the Epilepsy Foundation Texas. Joel holds an MBA and MHA from the University of Houston–Clear Lake and a BS in Economics from Texas A&M University. His expertise will be invaluable in expanding NEMTAC's capacity to accredit companies and certify professionals. Join us in welcoming Joel to the NEMTAC family!

Level up your leadership skills at NEMTAC's TRANSFORM 2025 Annual Conference! We're excited to announce Tony Rubleski will be joining us as a guest speaker. Prepare for an insightful session packed with valuable strategies and inspiration.

Join us at the Hilton Anatole in Dallas, Texas

NEMTAC

August 24-25, 2025



Register now: <https://app.glueup.com/.../nemtac-transform-2025-annual.../>

Visit our website: [www.nemtac.co](http://www.nemtac.co)

Contact us: 1(866) 636-8221

See you there!

## **NEMTAC Standards Advance to ANSI Review: A Leap Forward for NEMT Industry**

By Peter J. Hicks, Executive Director

The Non-Emergency Medical Transportation Accreditation Commission (NEMTAC) is proud to announce that three key standards have successfully completed the development process and are now under review by the American National Standards Institute (ANSI). These standards—Levels of Service, Passenger Verification in Lieu of Signature, and Transportation Specialist Education—are designed to enhance passenger safety, reliability, and service quality across the NEMT industry.



### **Why Being an ANSI-Accredited Standards Developer Matters**

NEMTAC has been an ANSI-Accredited Standards Developer since 2018. This accreditation has been renewed following a thorough review of our work and standards development policies. Being ANSI-accredited means that our standards are created through a fair, open, and balanced process that includes input from all parts of the industry. This ensures that NEMTAC's guidelines are credible, recognized nationwide, and developed with transparency.

Our standards are designed to improve safety, efficiency, and service quality across the industry without favoring any single group. By following ANSI-



approved standards, NEMT providers, payers, and regulators can trust that they are using best practices that meet the highest level of industry integrity and reliability.

These NEMTAC standards are already in effect and will remain active for five years. During this period, they can be reviewed, modified, and updated as needed to meet the evolving needs of industry stakeholders. Any changes will follow the ANSI process, which includes public comment and formal adjudication, ensuring that updates are made transparently and with broad industry input before being finalized.

### **Driving the Standards Forward**

Coming out of the Transform 2024 September Conference, the NEMTAC Board committed to finalizing long-awaited industry standards developed by advisory committees. The first set of standards was chosen carefully to serve as foundational benchmarks for the entire industry. These include:

- **Levels of Service:** Establishing clear terminology for different types of transport services.
- **Passenger Verification in Lieu of Signature:** Providing reliable alternatives to verify trip completion.
- **Transportation Specialist Education:** Defining the baseline education and training required before a specialist transports passengers independently.

### **A Collaborative Process**

Each of these standards was carefully crafted by dedicated advisory committees that spent hours deliberating on the language to ensure different perspectives were heard and considered. Once drafted, the standards were opened for public comment, allowing additional industry stakeholders to provide input. The Certification & Standards Advisory Committee reviewed every comment, incorporating changes that strengthened the language while

ensuring the original intent remained intact. With no dissenting votes, these standards are now in the process review phase by the ANSI Standards Board.

## Understanding the NEMTAC Standards

### 1. Levels of Service Standard

The Levels of Service standard provides a structured framework for categorizing transportation services based on passenger needs, vehicle capabilities, and provider qualifications. By establishing clear definitions, this standard ensures consistent service delivery and enables better communication among providers, payers, and passengers.

#### *Who Should Apply This Standard?*

- **NEMT Providers:** To classify and improve their service offerings.
- **Payers & Brokers:** To ensure they are contracting with appropriate service levels.
- **Regulators:** To establish industry-wide expectations for service categorization.

#### *Impact on Passenger Safety and Reliability*

By defining service levels, passengers receive transportation that matches their medical and mobility needs, reducing risks associated with inappropriate vehicle assignments or unqualified drivers.

### 2. Passenger Verification in Lieu of Signature Standard

Traditional paper signatures can be a barrier to service completion, particularly for individuals with disabilities or cognitive impairments. This standard introduces alternative verification methods such as digital authentication, biometric confirmation, and secure GPS-based validation to provide reliable proof of trip completion.

#### *Who Should Apply This Standard?*

- **Technology Providers:** To develop and implement verification solutions.
- **NEMT Providers & Brokers:** To improve trip confirmation accuracy and security.

- **Healthcare Facilities:** To facilitate seamless transportation coordination.

#### *Impact on Passenger Safety and Reliability*

This standard reduces fraud, enhances service transparency, and ensures that passengers receive their scheduled rides without unnecessary delays or disputes over trip completion.

### **3. Transportation Specialist Education Standard**

The **Transportation Specialist Education Standard (BSR/NEMTAC 3001-2025)** establishes comprehensive educational requirements to ensure that NEMT professionals receive the training necessary to provide safe and effective transport services. This standard serves as a benchmark for educators and NEMT providers to determine if their training programs meet or exceed industry best practices.

Key training topics outlined in the standard include:

- **Customer Service & Professional Conduct:** Emphasizing on-time performance, cultural awareness, and respectful communication.
- **Essential NEMT Driver Knowledge:** Covering safe vehicle handling, ergonomics, civil rights, and handling passengers with mobility devices.
- **Medical & Safety Awareness:** Training in recognizing medical emergencies, hands-only CPR, AED usage, and handling airborne and bloodborne pathogens.
- **Regulatory & Ethical Compliance:** Education on HIPAA, fraud prevention, and adherence to industry regulations.

Organizations seeking to offer the **Certified Transport Specialist (CTS)** credential must comply with all elements of this standard and undergo an approval process to ensure alignment with NEMTAC's educational framework.

*Who Should Apply This Standard?*

- **NEMT Providers:** To enhance workforce competency and compliance.
- **NEMT Brokers:** To ensure that contracted drivers receive high-quality education.
- **Training Organizations:** To develop and offer courses aligned with industry best practices.
- **Regulatory Agencies:** To enforce baseline training requirements for the industry.

### *Impact on Passenger Safety and Reliability*

Standardized education ensures that transport specialists are well-equipped to handle a wide range of passenger needs, reducing incidents, improving service quality, and promoting industry-wide safety and reliability.

### **How to Use the NEMTAC Standards**

These standards serve as operational guidelines that can be integrated into company policies, service agreements, and regulatory frameworks. NEMT providers and stakeholders should review the standards, assess their current practices, and adopt necessary changes to align with industry best practices.

### **Looking Ahead**

As these standards complete the ANSI review process, NEMTAC remains committed to setting industry benchmarks that prioritize safety, efficiency, and reliability. Once fully approved, these standards will become essential tools for advancing the quality of NEMT services nationwide.

Upcoming Standards on the 2025-2026 Roadmap:

NEMTAC is actively developing additional standards to further enhance and unify the NEMT industry. These include:

- **NEMTAC 1002-202X Modes of Transport**
- **NEMTAC 1003-202X Data Definitions (Draft)**
- **NEMTAC 2001-202X NEMT Accreditation - NEMTAC Standard**



- **NEMTAC 2002-202X NEMT Provider Standard (Draft)**
- **NEMTAC 1005-202X Data Exchange (Draft)**
- **NEMTAC 3002-202X Mobility Device Securement Education (Draft)**
- **NEMTAC 3003-202X Certified Stretcher Operator Education (Draft)**

These forthcoming standards will continue to improve service quality, enhance safety protocols, and ensure consistent operational guidelines across the NEMT industry.

For more information on these standards and their implementation, visit [www.nemtac.co/standards](http://www.nemtac.co/standards).

If you would like to participate in the development of NEMTAC standards, you can apply to join the process at this [link](#)



### **The Future of Accreditation: A Program Manager's Perspective**

By Joel T. Smith, Program Manager

Stepping into my role as Program Manager for NEMTAC's Accreditation Program on February 3rd, I have been deeply compelled by the organization's mission and its unique position within the industry. NEMTAC fills a critical need in Non-Emergency Medical Transportation (NEMT), a sector that, despite its essential role in healthcare access, has long lacked a unifying conversation about quality, much less standards from which excellence can be determined.

As I've become immersed in the accreditation process, one thing has become abundantly clear: common sense is not always common practice. The sheer variation among geographies, brokers, transportation providers, health plans, and state regulators has created a fragmented landscape where what should be universally accepted best practices often become an enigma. The absence of industry-wide standards has left organizations navigating a complex, ever-evolving space without a clear benchmark of excellence.

That's why accreditation matters. It is more than just a seal of approval; it is a commitment to best-in-class operations. It represents stewardship of the NEMT industry—a willingness from organizations to hold themselves to the highest level of scrutiny and demonstrate operational excellence through established best practices. Accreditation isn't just about compliance; it's about leadership.

### **Accreditation vs. Certification: Understanding the Difference**

One of the most common misconceptions in the industry is the difference between accreditation and certification. While both are vital components of raising industry standards, they serve distinct purposes:

- Certifications are awarded to individuals who have successfully completed NEMTAC training programs, such as Certified Transport Specialist (CTS), Advanced Mobility Device Securement (AMDS), or Certified Stretcher Operator (CSO). These certifications validate an individual's knowledge, skills, and commitment to safe and effective patient transport.
- Accreditation, on the other hand, is a recognition of an entire organization that has proven its commitment to meeting the highest industry standards. It is a rigorous process that evaluates an organization's policies, procedures, operations, and adherence to best practices. Accreditation is not just about compliance—it is about leadership, excellence, and continuous improvement.

### **A Valid and Honest Review**

Accreditation is not a rubber stamp—it is a rigorous and discerning process that ensures only the most qualified, committed, and best-in-class organizations receive this designation. Not every organization that applies, nor every applicant that the Accreditation Committee reviews, is worthy of accreditation. Some simply aren't there yet—and that's okay.

We are committed to upholding the integrity of the program and ensuring that accreditation remains a meaningful distinction. This means we hold applicants accountable to the highest standards and do not compromise on quality. The organizations that earn accreditation have demonstrated not just a commitment to excellence, but also a willingness to continuously improve and serve as stewards of the NEMT industry.

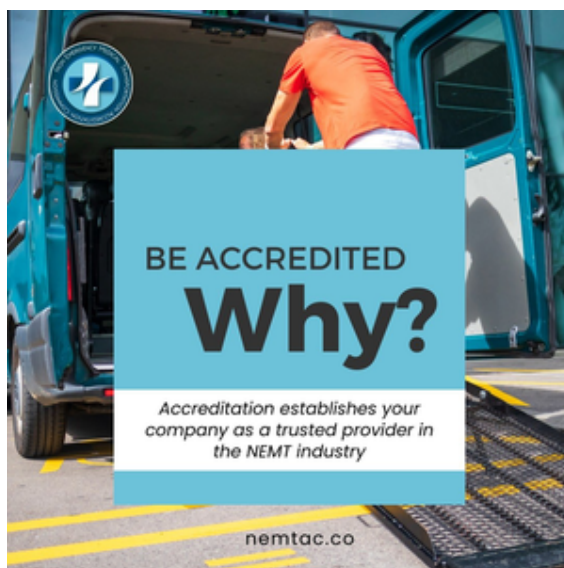
### **Why Accreditation Matters**

Accreditation isn't just about checking a box—it's about demonstrating a commitment to providing the highest level of service, ensuring patient safety, and being a leader within the industry. What I find particularly inspiring about NEMTAC-accredited organizations is their dedication to more than just their own success. These are companies that are actively shaping the future of NEMT—partnering with brokers and regulators, mentoring aspiring providers, and continuously improving the level of care delivered to patients. They represent the gold standard of what NEMT can and should be.

### The Road Ahead

Looking ahead, I am excited to build on the strong foundation already in place. With the partnership of ProCredEx and our ongoing collaboration with regulators, we are positioned to exponentially expand the number of accredited organizations throughout the remainder of 2025 and into 2026.

For those who have been considering accreditation, now is the time. We are rapidly growing, and the momentum is building. If you believe your organization is ready to stand out as an industry leader, I encourage you to begin the process now. NEMTAC's Accredited Providers are rising the tide for the entire industry—are you ready to rise with them?





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IT STRENGTHENS  
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**Customer Confidence:**  
Builds trust with patients,  
hospitals, and payers.



**THREE**  
IT HELPS YOU  
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**Enhanced Reputation:**  
Connect with professionals  
in the industry and establish  
your company as a trusted  
provider of high-quality  
NEMT services.

## Answering Your Questions About Drug & Background Screening for NEMT Drivers

Getting a driver on the road involves meeting a long list of requirements—some of which can feel overwhelming. Understanding the challenges transportation providers face when navigating compliance, safety, and hiring regulations is crucial. That's why it's important to simplify at least one step in the process: drug and background screening.

Whether you're working with brokers, meeting contract credentialing requirements, or ensuring the safety of your passengers, we want to give you some hints on getting your screening done right the first time.

### How do I know what background check services to order?

- Make sure you get the exact requirements from your broker or the contract. Your screening company can't meet your requirements if they aren't sure exactly what they are.
- In most cases, a background check will include local (county), state, and national searches, a sex offender registry check, and a motor vehicle report. Some contracts have very specific requirements, however.
- Keep in mind that a National Criminal Database Search on its own is not a comprehensive search. Although it has a lot of data, it is not inclusive of records in all states and counties, and not necessarily up to date. It contains some, but not all, sex offender registry information. It should be used only in conjunction with county and/or state records.

### How do I know what drug screen panel I need?

- Your broker or contract will typically have a requirement for a specific drug screen panel.
- In the past, a "5-panel" or "10-panel" test were standard phrases and clear descriptions of a panel. However, there are so many options now, it is best to know exactly what substances are in those panels so your screening company can set it up correctly for you.



- Most contracts will not accept rapid/instant drug screens or oral fluid drug testing (at this time). You will need a lab-analyzed urine drug test from a certified laboratory.

### **How do I find a good screening provider? (Consumer Reporting Agency - “CRA”)**

- Using an experienced screening company that is accredited by the Professional Background Screening Association (PBSA) can give you confidence that they are using legal practices and strictly following federal and state guidelines when providing your information. This protects your organization, your drivers, and the process.
- A screening company with NEMT experience can guide you through the process and may already have information from brokers and contracts, making it easier to set up the correct screening packages and drug panels.
- Responsive customer service can make all the difference when you have a question or a concern and need help right away.
- A full-service screening partner can handle both your drug and background screening, keeping all of your results and billing on the same platform.

### **How long does it take to set up and to screen?**

- Don't wait until the last minute to start these processes, if you can help it! Even in the best circumstances, the screening will take several days overall.

### **What takes time?**

- If you must establish an account with a new CRA it may take a day or more.
- For background screening, your driver MUST sign a disclosure and release form, electronically or on paper, prior to screening. The CRA cannot start the screening process if the driver has not signed their own form.
- Even though several of the background screening searches can be automated, there is often additional research required to confirm results which can take up to 3 days and occasionally longer in some areas.
- For drug testing, the driver has to physically go to a collection site to provide the specimen, which may take a day or more.
- If the drug test result is anything but negative, the specimen will be sent back through the analysis process, taking a couple of additional days to confirm.

We hope this information helps answer some of your questions about drug and background screening for your drivers. These screenings play a vital role in credentialing and ensuring that every hire is made with confidence. Occuscreen, LLC will be exhibiting August 23 – 26 at Transform 2025 in Dallas, TX and can answer your questions at booth 425.



## **The Value of Certification: Elevating Knowledge, Safety, and Competency in NEMT**

By Joel Smith, NEMTAC Program Manager

In the Non-Emergency Medical Transportation (NEMT) industry, safety, competency, and professionalism are non-negotiable. Transporting individuals who are medically fragile—those who rely on our services for critical access to care—requires more than just good intentions; it requires certifiable knowledge, hands-on experience, and industry-wide best practices.

At NEMTAC, we believe that certification programs are not just a value-add to NEMT professionals, but a necessity for ensuring consistent, safe, and effective service delivery.

### **Addressing a Longstanding Gap in NEMT Training**

One of the biggest challenges in NEMT has been the lack of standardized backed training programs. Unlike other sectors in healthcare and transportation, where certifications are commonplace, much of the knowledge in NEMT has been dispersed through tribal learning—handed down from one operator to another, without consistent formalized training or verification of best practices.

This cascading effect of adopted practices, rather than established standards, has led to operational inconsistencies across organizations, geographies, and service types. That's why NEMTAC's certification programs, particularly for Certified Stretcher Operators (CSO) and Advanced Mobility Device Securement (AMDS), are so critical—they offer a structured, standardized approach to training that raises the bar for safety and professionalism in the industry.

### **Beyond Theory: Hands-On, Practical Training**

Unlike many online training programs that only provide visual or conceptual instruction, NEMTAC's CSO and AMDS certifications emphasize hands-on experience. It's not enough to understand how to secure a wheelchair or stretcher in theory—it must be practiced, evaluated, and mastered to ensure real-world competency.

When transporting passengers who are medically fragile, providers are not just offering a ride; they are navigating a complex set of risks that must be mitigated through proper training and execution. A failure in mobility device securement can have devastating consequences, which is why these certifications don't just teach—they certify knowledge and practical application. This is how we stamp out deficient practices and ensure that industry standards are upheld across the board.

### **Certified Transport Specialist (CTS): A Foundation for All NEMT Professionals**

Beyond the specialized certifications, our Certified Transport Specialist (CTS) program serves as a baseline credential that I believe every NEMT professional should pursue.

CTS provides:

- ✓ A foundational understanding of NEMT beyond general passenger transportation
- ✓ Critical knowledge about regulatory compliance, safety protocols, and best practices
- ✓ The ability to operate within the healthcare ecosystem as a competent, informed partner

Far too often, NEMT professionals operate under general assumptions, believing that NEMT is no different from traditional passenger transportation. CTS breaks that misconception, providing a standardized, unbiased knowledge base that ensures every provider is operating with awareness, responsibility, and a clear understanding of their role.

### **The Future of NEMTAC Certification: Expanding Our Offerings**

I am incredibly excited about the future of NEMTAC's certification programs. We have ambitious plans to expand our offerings into new areas of NEMT that have previously gone unaddressed, ensuring that all aspects of the industry are backed by formalized training and certification standards.

Additionally, we are working to broaden our partnerships with some of the largest public institutions in the country, further reinforcing the credibility and accessibility of NEMT certification programs. Our end goal remains the same: to elevate safety, competency, and professionalism in NEMT through high-quality, standardized training.

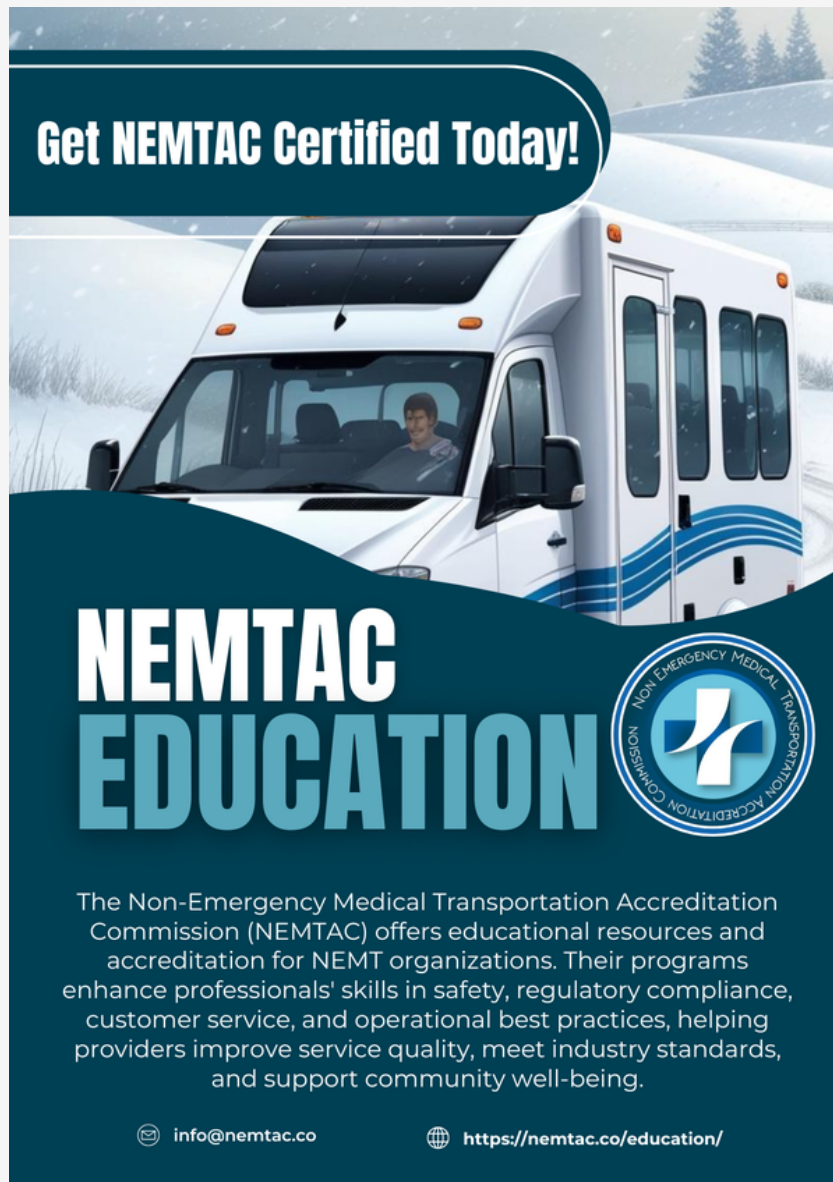
### **Now is the Time to Get Certified**

For those who have been on the fence about certification, I encourage you to take the next step now. The demand for safe, knowledgeable, and well-trained NEMT providers is only growing, and a certified workforce isn't just a competitive advantage—it's becoming an industry expectation.

Whether it's CSO, AMDS, or CTS, obtaining a NEMTAC certification is a direct investment in safety, professional development, and the long-term success of NEMT providers.


The industry is evolving, and certification is leading the way—will you be part of the movement?

Joel Smith  
Program Manager, Accreditation & Certification Programs  
NEMTAC





**Get NEMTAC Certified Today!**

# NEMTAC EDUCATION



The Non-Emergency Medical Transportation Accreditation Commission (NEMTAC) offers educational resources and accreditation for NEMT organizations. Their programs enhance professionals' skills in safety, regulatory compliance, customer service, and operational best practices, helping providers improve service quality, meet industry standards, and support community well-being.

 [info@nemtac.co](mailto:info@nemtac.co)  <https://nemtac.co/education/>

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## **Beyond Treatment: Addressing Transportation Insecurity in Cancer Patients**

By: Aya Bazzi

In 2024, approximately [2.0 million](#) people will have been diagnosed with cancer in the United States. The horrifying condition is familiar to most, either on a personal level or knowing a loved one that has been diagnosed. Cancer patients face a number of obstacles on their journey to recovery, but one challenge that is often ignored is transportation. From getting the diagnosis to receiving treatment, transportation is crucial but can be a significant hurdle.

In this article, we will discuss what transportation insecurity is, the consequences, and how NEMT provides an inclusive and stress-free experience for cancer patients.

### **What is Transportation Insecurity?**

Health-care–related transportation insecurity is a condition in which one is unable to regularly move from place to place in a safe and timely manner because of the lack of material, economic, or social resources necessary for transportation to maintain health.

To put it into perspective, between 13 million and 14 million adults in the U.S. faced transportation insecurity issues in 2022. Access to transportation is often overlooked in healthcare, yet it plays a vital role in receiving timely medical care or attaining the bare necessities to live a healthy lifestyle.

### **The Multifaceted Nature of Transportation Insecurity for Cancer Patients**

Cancer treatments like chemotherapy and radiation often require multiple weekly appointments over an extended period. Missing or delaying these appointments can significantly alter treatment effectiveness and patient outcomes.

The National Breast and Cervical Cancer Early Detection Program stated that up to 90% of

women receiving assistance self-report lack of transportation as a barrier to screening. Not only does transportation affect the treatment process, but it can also be a hurdle to receive a diagnosis.

Transportation challenges for cancer patients can stem from various factors:

1. Financial constraints
2. Lack of public transportation infrastructure
3. No access to a personal vehicle
4. Absence of caregivers to provide rides
5. Physical inability to travel long distances

On top of these restraints, transportation insecurity disproportionately burdens racial and ethnic minorities, low-income, elderly, and rural populations.

### **Consequences of Transportation Insecurity**

The impact of transportation insecurity goes beyond missed appointments and is quite substantial. It can lead to higher rates of cancer recurrence and mortality, greater disparities in cancer outcomes, and negatively affect caregivers, healthcare providers, and health systems.

However, considering all the consequences and challenges, a solution exists: Non-Emergency Medical Transportation (NEMT).

### **Benefits of NEMT for Cancer Patients**

Cancer patients' physical limitations, such as fatigue, nausea, and compromised immune systems, can make driving or using public transportation challenging. NEMT plays an essential role in overcoming these transportation insecurities in the following ways:

1. **Provides Reliable and Timely Transportation:** This ensures patients arrive at appointments on time and maintain their critical treatment schedules.
2. **Specialized Vehicles:** NEMT providers utilize vehicles equipped with features tailored to cancer patients' needs, such as comfortable seating and wheelchair lifts.
3. **Trained and Compassionate Drivers:** Understand the unique challenges cancer patients face and provide necessary support to assist members who may be weak or immunocompromised.
4. **Independence:** Some cancer patients may not have anyone present in their life to rely on for rides during treatment or may be unable to coordinate schedules to attend their recurring appointments. Utilizing NEMT services enables cancer patients to have control over their life without feeling like a burden.

### **Empowering Cancer Patients Through Better Transportation**

In conclusion, addressing transportation insecurity is crucial for improving cancer care outcomes and reducing disparities in access to treatment. NEMT services offer a vital solution to this challenge, providing reliable, specialized, and compassionate transportation for cancer patients throughout their journey.

At Momentm Technologies, we understand the critical role that transportation plays in healthcare, especially for those battling cancer. Our innovative NEMT software solutions are designed to streamline and enhance the transportation experience for patients, providers, and healthcare systems alike.

If you're a NEMT provider looking to improve your services or a healthcare organization seeking to address transportation barriers for your patients, Momentm Technologies is here to help. [Schedule a demo today!](#)

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### **Cyber Security**

Prohibitively Expensive or Affordable with a Modern Approach?

By: Chris Vattimo

Once thought to only be affordable and therefore applicable only to larger organizations, cyber security has become a necessary evil for all players in the NEMT marketplace. HIPAA requirements and the risk of that data becoming compromised has forced NEMT providers to seek cyber insurance policies. Whether it's mitigating their own risk of breaches that lead to compromised patient information or even worse, being held hostage by ransomware threats, it's natural to start with cyber insurance coverage. In some cases, NEMT providers are mandated to have minimum levels of cyber insurance coverage by their healthcare facility clients.

While cyber insurance coverage is always a good idea, ideally you have a complete cyber security solution in place so that you never have to exercise that policy. But is that truly affordable for most NEMT providers? And if so, can a complete solution reduce the premiums for the first year of cyber insurance coverage and subsequent renewals?

The good news is that with a modern approach to cyber security, the answer to both questions is YES. So what's changed? Cyber security solutions used to only be affordable to large organizations. What's changed is that Google fundamentally redefined the modern approach to cyber security by introducing Zero Trust Architecture in 2011. At a simple level, Zero Trust means that you trust no one and assume that everything and everyone that accesses your system has been compromised. That includes all user devices (laptops, mobile devices), all third parties, and other software programs.

So you know longer have to deploy, maintain and update expensive endpoint security, mobile device management, Virtual Private Networks (VPNs), intrusion detection, data leak protection, or expensive firewall solutions. You simply need to verify everything that

accesses your system and only provide access to those systems and assets that absolutely need it.

So who do you trust to give you the right cyber security solution. Your IT consultant, a software vendor, or your cloud provider? Well, the FTC, in conjunction with NIST, SBA, and Homeland Security, has already stipulated the 12 key controls (recommendations) that you need to implement to be safe from cyber hackers. Here they are and this is how [mamori.io](https://mamori.io) implements them for you as a service.

1. **Cybersecurity Basics:** Mamori enhances cybersecurity by requiring two factor authentication (2FA) to access databases and file storages, as well as encrypting data in transit and at rest.

2. **Cyber Insurance:** Mamori lowers cyber insurance bill by providing the necessary features such as 2FA, network microsegmentation, intrusion detection, SQL firewall, data privacy features, and database activity monitoring.

3. **NIST Cybersecurity Framework:** Mamori helps you identify, protect, and detect any suspicious behavior using Zero Trust Network Access (ZTNA), intrusion detection, database activity monitoring, and real-time alerts.

4. **Phishing:** Mamori minimizes phishing damage with 2FA, administrator access management, and network microsegmentation.

5. **Ransomware:** Mamori minimizes ransomware damage with access management, intrusion detection, network microsegmentation, and database activity monitoring.

6. **Secure Remote Access:** Mamori provides the same security level for internal and remote staff by securing remote access, securing access devices, and 2FA.

7. **Vendor Security:** Mamori enhances vendor security with access management, microsegmentation, data privacy solutions, 2FA, and secure remote access.

Government recommended key controls that Mamori does not service:

- 8. Business Email Imposters
- 9. Email Authentication
- 10. Physical Security
- 11. Hiring a Web Host
- 12. Tech Support Scams

In essence, Mamori helps you secure the 7 most technical areas recommended by the government.

Assuming you have a firewall, VPN and Windows defender (or other endpoint security) implemented, Mamori is the only solution you need to add to achieve cyber resilience.

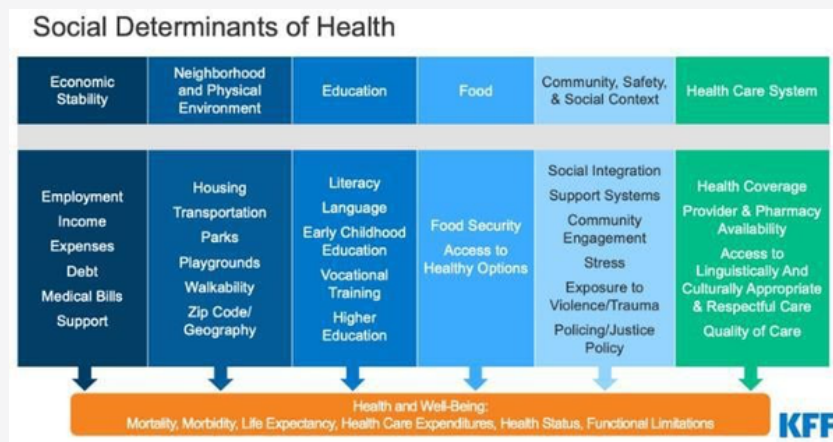


Why? **Because Mamori's security approach operates under the assumption that every device is compromised and every credential is stolen.**

To see how we can help your NEMT organization cost-effectively achieve cyber resilience without technical resources, contact me now.

### **Social Determinants Of Health (SDOH) As It Relates To Transportation** **By Howard Berkowitz, Managing Partner, H&S Personal Car Service and Consulting, Inc.**

Social determinants of health (SDOH) refer to the conditions in which people are born, grow, live, work, and age, and how these conditions influence health outcomes. Transportation is a crucial social determinant of health as it plays a significant role in individuals' access to healthcare services, employment opportunities, healthy food options, education, and social activities. Here's how transportation relates to various social determinants of health:



**Access to Healthcare:** Reliable transportation is essential for individuals to access healthcare services such as doctor's appointments, preventive screenings, and specialist consultations. Lack of transportation can lead to missed appointments, delayed care, and poorer health outcomes, particularly for individuals with chronic conditions or disabilities.

**Employment and Economic Stability:** Transportation barriers can hinder individuals' ability to secure and maintain employment, particularly in areas with limited public transportation options. Without reliable transportation, individuals may struggle to commute to work, limiting their job opportunities and economic stability.

**Access to Healthy Food:** Transportation plays a critical role in individuals' ability to access healthy food options, particularly in areas with limited grocery stores or fresh produce markets. Lack of transportation can contribute to food deserts, where residents have limited



access to nutritious foods, leading to higher rates of diet-related health conditions such as obesity and diabetes.

**Education:** Reliable transportation is essential for children to attend school regularly and access educational resources such as libraries, tutoring centers, and extracurricular activities. Transportation barriers can negatively impact school attendance, academic performance, and long-term educational outcomes.

**Social Support and Community Engagement:** Transportation enables individuals to participate in social activities, community events, and support networks, which are essential for mental health and social well-being. Lack of transportation can lead to social isolation, loneliness, and decreased access to social support systems.

Addressing transportation-related social determinants of health requires collaborative efforts across various sectors, including healthcare, transportation, urban planning, and community development. Strategies to improve transportation access and equity may include:

Expanding public transportation networks and services to underserved areas.

Implementing alternative transportation options such as ridesharing, community shuttles, and bike-sharing programs.

Providing subsidies or vouchers for transportation services for low-income individuals and those with disabilities.

Improving infrastructure to create pedestrian-friendly environments and safe routes for walking and cycling.

Incorporating transportation planning into broader health initiatives aimed at addressing social determinants of health.

By addressing transportation barriers and improving access to transportation services, communities can promote health equity and improve overall health outcomes for all individuals.



Howard F. Berkowitz is the Managing Partner for H & S Personal Car Service & Consulting, Inc. is a public transportation consulting firm specializing in improving operational management, comprehensive analysis, financial performance, and quality of service. We bring over 30+ years of public and private transportation experience and a network of industry associates to each assignment.

Contact Howard at (561) 719-5541 or  
[consulting@handspcs.com](mailto:consulting@handspcs.com) Calendly Scheduler:  
<https://calendly.com/hs-consulting/consultation>



**Matthew W. Daus, Esq.**

*President, International Association of Transportation Regulators*  
<http://iatr.global/>

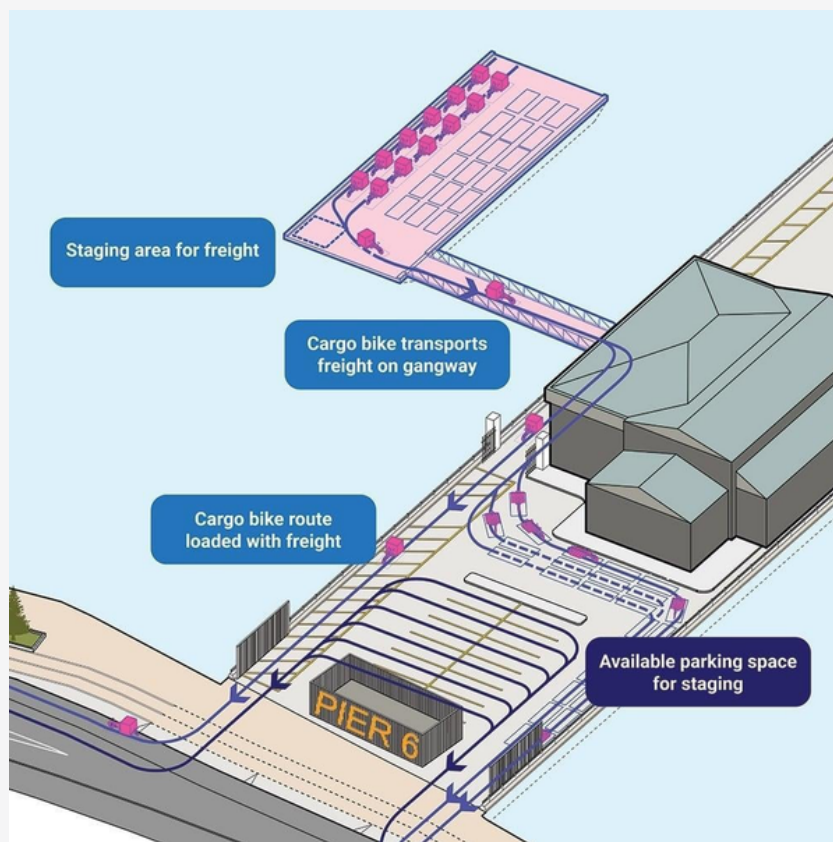
*Transportation Technology Chair, City University of New York,  
Transportation Research Center at The City College of New York*  
<http://www.utrc2.org/>

*Partner and Chairman, Windels Marx Transportation Practice Group*  
<http://windelsmarx.com>

*Contact: [mdaus@windelsmarx.com](mailto:mdaus@windelsmarx.com)  
156 West 56<sup>th</sup> Street | New York, NY 10019  
T. 212.237.1106 | F. 212.262.1215*

## **eVTOLs in the City! Flying Taxis Are Coming to NYC & Beyond**

On December 9, 2024, the New York City Economic Development Corporation (NYCEDC) announced the new operator of the City-owned Downtown Manhattan Heliport (DMH). Following a competitive procurement process, Downtown Skyport will take over management of DMH to continue existing operations and upgrade the heliport to provide the supporting infrastructure for electric vertical take-off and landing (eVTOL) aircraft and last-mile maritime freight delivery.



### Illustration of a possible last-mile marine micro-distribution configuration at the DMH

In November 2023, New York City Mayor Eric Adams and NYCEDC announced a new vision of transforming the heliport into a sustainable, multi-modal transportation and logistics hub. Under this plan, DMH will aim to become the first heliport in the world with the infrastructure to support electric flight — incorporating last-mile and maritime freight distribution and delivering major quality-of-life improvements for New Yorkers by supporting quieter helicopter alternatives.

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1 <https://www.nyc.gov/office-of-the-mayor/news/861-23/mayor-adams-nycedc-move-transform-downtown-manhattan-heliport-first-of-its-kind-hub-for>



The new operator, Downtown Skyport, is a joint venture between Skyports Infrastructure and Groupe ADP. Skyports is a leading provider of ground infrastructure for advanced air mobility, with experience operating one of London's public heliports and developing eVTOL facilities worldwide. Groupe ADP, a global leader in airport design and operations, manages 26 airports, including Charles de Gaulle Airport in Paris and New York Stewart International Airport.

Downtown Skyport has been awarded a concession agreement to operate DMH for five years, with an optional five-year renewal contingent on the timely construction of eVTOL charging and maritime freight infrastructure. The city also retains the discretion to grant two additional five-year renewal options.

Downtown Skyport has committed to making DMH a quieter and more sustainable facility by investing in critical infrastructure, including:

- **eVTOL Charging and Utility Upgrades:** Installing charging stations and necessary utility enhancements to support the anticipated FAA certification of eVTOLs.
- **Encouraging Quiet eVTOL Adoption:** Promoting quieter aircraft to address community noise concerns.
- **Developing Maritime Freight Infrastructure:** Constructing a marine facility for last-mile micro-distribution, supported by nearly \$1 million of a \$5 million MARAD grant.
- **M/WBE Participation and Workforce Development:** Implementing minority- and women-owned business enterprise (M/WBE) outreach with a 30% utilization goal for site development and construction. Additionally, workforce training programs will provide career pathways in aviation, maritime logistics, and transportation.
- **Terminal Improvements:** Enhancing the passenger terminal to improve the customer experience.

Downtown Skyport will take over DMH operations in early 2025, following a transition period with the current operator. The design and permitting process for new eVTOL charging and last-mile maritime infrastructure is expected to be completed by 2026.

### State of Play in NYC

New York City Council Members Gale Brewer and James F. Gennaro are championing a series of resolutions aimed at federal and state measures to reduce noise pollution from helicopters that plague the urban landscape. Resolution 0234-2024 strongly urges the enactment of H.R. 389, known as the Safe and Quiet Skies Act of 2021. Resolution 0233-2024 calls on the Federal Aviation Administration (FAA) to ban all non-essential helicopter operations, including tourist and chartered helicopter flights, traversing the skies above New York City. This resolution seeks to safeguard the tranquility of the city's neighborhoods against unnecessary noise disruptions.

At the state level, Resolution 0085-2024 urges the New York State Legislature to enact legislation (A7638-A/S7216-A) introducing a noise tax specifically targeting non-essential helicopter and seaplane flights in New York City. The proposed tax is intended to address growing community concerns about noise pollution and its impact on the quality of life. Resolution 0226-2024 urges the State Legislature to revise the Hudson River Park Trust Act to prohibit any non-essential use of the West 30th Street Heliport in Manhattan.

Council Members Amanda Farías, Keith Powers, and Lincoln Restler have introduced a set of comprehensive legislative measures aimed at significantly reducing helicopter noise across New York City, responding to growing concerns from residents about the disruptive impact of low-flying aircraft, particularly in densely populated neighborhoods impacted by helicopter traffic.

Under Int. 0569-2024, any sightseeing helicopter that does not comply with the noise level standards—categorized as stage 1, 2, or 3—set forth by the FAA's Airport Noise and Capacity Act of 1990 would be barred from using city-owned heliports (East 34th Street and the Downtown Manhattan Heliport). Int. 0379-2024 seeks to further tighten regulations by prohibiting chartered helicopters from using these facilities unless they meet stage 3 noise level requirements. Int. 0070-2024 would eliminate all non-essential helicopter operations not powered by electric engines at city-owned or operated heliports. In a similar vein, Int. 0026-2024 calls for prohibiting non-essential, non-electric helicopter operations at city-owned heliports.

Lastly, Int. 0027-2024 requires the NYC Department of Environmental Protection to identify areas affected by helicopter noise and install sound level meters on city buildings, streetlights, and private structures upon request. DEP will assess real-time noise data from these meters biannually and post updates on the Department's website.

### **AAM in the U.S.A.!**

Advanced Air Mobility (AAM) in the United States is advancing rapidly as states, cities, and federal agencies establish infrastructure, policy frameworks, and partnerships to integrate eVTOL aircraft and other emerging aerial technologies into transportation systems.

Already this year, Utah launched its Project Alta initiative, leading efforts to establish a statewide AAM system. Backed by the governor's office, the Utah Department of Transportation, and the Utah Inland Port Authority, the project aims to electrify airports in Ogden, Salt Lake City, and Provo within the next 12–18 months. A partnership with BETA Technologies and 47G will expand electric aircraft and charging networks, with funding commitments including \$1.14 million from

the Utah Legislature and an additional \$2 million proposed in the governor's budget.

The state anticipates that AAM will generate 11,000 jobs and \$8 billion in business activity by 2045, with the 2034 Salt Lake City Winter Olympics serving as a key milestone for showcasing AAM advancements. Additionally, Utah is exploring the feasibility of a state spaceport, investing \$1 million in a legislative study.<sup>2</sup>

Oklahoma is similarly investing in AAM, with the Oklahoma Department of Aerospace and Aeronautics finalizing the state's first airspace management system and automatic detect-and-avoid solution for drone and AAM operations. In partnership with Vigilant Aerospace, Oklahoma will deploy this system at the Oklahoma Air & Space Port, one of only 14 FAA-licensed spaceports in the U.S. The project, funded by the state's Preserving Rural Economic Prosperity (PREP) initiative, will integrate multiple air traffic surveillance radars to support remote monitoring and uncrewed traffic management (UTM).<sup>3</sup>

Maryland is positioning itself as a leader in AAM policy development. Governor Wes Moore established the Maryland Advanced Air Mobility Council in January 2025 to focus on industry growth while ensuring robust safety and privacy standards. Maryland's significant aeronautical engineering workforce makes it a natural hub for AAM innovation.<sup>4</sup>

Orlando, Florida, is taking a leading role in urban AAM planning. In collaboration with VHB, the city is developing an AAM Transportation Plan to assess eVTOL integration, vertiport site selection, and regulatory needs. Orlando is also a key partner in NASA's AAM research initiative and a founding member of the World Economic Forum's AAM Cities and Regions Coalition.<sup>5</sup>

Los Angeles is preparing for AAM operations, with Archer Aviation planning to launch an air taxi network ahead of the 2026 FIFA World Cup, 2027 Super Bowl, and the 2028 Olympics.<sup>6</sup> The city's Aerial Mobility Report outlines integration goals, and initial flights will operate under helicopter-style regulations using existing helipads and vertiports.<sup>7</sup> The North Central Texas Council of Governments is also working to identify optimal vertiport locations ahead of the 2026 World Cup, focusing on Dallas Fort Worth International Airport and other major airports as likely hubs.<sup>8</sup>

The Open Mobility Foundation (OMF), a nonprofit that develops open-source digital tools and data standards for cities and agencies, is actively working on AAM deployment through the expansion of its Mobility Data Specification (MDS), which was initially designed for managing micromobility services like e-scooters. MDS is now being explored for AAM applications, including vertiport planning, safety and compliance, and environmental considerations. Los Angeles, Orlando, San Francisco, and Chicago have all contributed to data-sharing needs for AAM integration.<sup>9</sup>

In October 2024, the FAA finalized critical training and certification rules for air taxi pilots, introducing more flexible, performance-based regulations. Key updates include allowing pilot training with a single set of flight controls instead of the previous dual-control requirement and adapting rules to accommodate battery-powered aircraft.<sup>10</sup>



NASA continues to drive AAM research through partnerships with government agencies, academia, and private industry. Notable collaborators include the City of Orlando, the Massachusetts Department of Transportation, the Ohio Department of Transportation, and leading universities such as MIT, Notre Dame, and Stanford. Private sector partners include Archer, Boeing, and Joby, all of which are working to advance AAM technologies and operational frameworks.<sup>11</sup>

### **AAM Global Developments**

The global AAM industry is taking flight, with significant development globally. Europe is a hotbed of activity, particularly in Germany and France.<sup>12</sup> The Asia-Pacific region is also making significant strides, with Japan and Australia actively investing in AAM and exploring its potential for various applications.<sup>13</sup> Canada developed a federal consortium spanning industry, government, academia, and associations to collaborate on creating and operating a sustainable, equitable, and profitable AAM industry.<sup>14</sup> Beyond these key regions, countries like Brazil and India are also exploring the potential of AAM, with Brazil launching a regulatory sandbox program, establishing a testbed for innovative solutions under real-world conditions,<sup>15</sup> and India building infrastructure and guidelines with key projects like the Bangalore Airport partnership.<sup>16</sup>

The AAM ecosystem involves a diverse range of players. Manufacturers are developing innovative eVTOL aircraft, while infrastructure developers are planning and building vertiports.

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2 <https://www.sltrib.com/news/2025/01/29/air-taxi-project-send-utah/>

3 <https://www.auvsi.org/state-oklahoma-launches-first-investment-advanced-air-mobility-infrastructure>

4 <https://thebaynet.com/gov-moore-signs-three-executive-orders-to-increase-economic-development-and-modernize-state-government/>

5 <https://www.orlando.gov/Our-Government/Orlando-plans-for-a-future-ready-city/Advanced-Air-Mobility>

6 <https://techcrunch.com/2024/08/08/archer-to-set-up-air-taxi-network-in-la-by-2026-ahead-of-world-cup/>

7 <https://ladot.lacity.gov/aerialmobilityreport>

8 <https://www.uta.edu/news/news-releases/2025/02/03/next-level-transport-could-be-coming-for-2026-world-cup>

9 <https://www.openmobilityfoundation.org/advanced-air-mobility-2024/>

10 <https://www.reuters.com/business/aerospace-defense/faa-set-finalize-pilot-training-certification-rules-air-taxis-2024-10-22/>

11 <https://www.nasa.gov/missions/aam/aampartners/>

12 <https://www.electrive.com/2024/12/12/germany-plans-air-taxi-test-routes-from-2026/>; <https://aviationweek.com/aerospace/advanced-air-mobility/volocopter-performs-crewed-demo-flight-paris-vertiport>

13 <https://www.compositesworld.com/news/archer-aviation-signs-evtol-aircraft-purchase-with-japan>; <https://dronelife.com/2024/07/11/skyportz-welcomes-new-action-plan-for-advanced-air-mobility-in-victoria-australia/>

14 <https://canadianaam.com/who-we-are/>

15 <https://www.internationalairportreview.com/news/255266/urbanv-and-pax-aeroportos-to-develop-brazils-first-regulatory-sandbox-for-advanced-air-mobility/>

16 <https://www.weforum.org/stories/2025/01/how-advanced-air-mobility-in-india-is-a-blueprint-for-innovation-and-growth/>

Technology providers are contributing avionics solutions, and other companies are working on advancements in battery technology, flight control systems, and communication networks. Progress in regulatory frameworks, from Europe to India to Brazil, is paving the way for safe and certified eVTOL operations.

Numerous pilot programs are underway globally, showcasing the potential of AAM for passenger transport, cargo delivery, and emergency services. Significant investment is flowing into the sector, fueling research and development. However, challenges remain. Establishing certification processes, building the necessary infrastructure, and gaining public acceptance are crucial hurdles the industry must overcome to achieve global adoption.

### **AAM Trends and Use Cases**

AAM is rapidly evolving, driven by advancements in eVTOL aircraft, urban air traffic management, and infrastructure development. Governments and private companies are investing heavily in research and pilot programs. One of the most significant trends is the shift toward sustainable aviation, as eVTOLs and hybrid-electric aircraft aim to reduce emissions and noise pollution compared to traditional helicopters. Additionally, public-private partnerships are emerging as a key funding mechanism, with cities working alongside industry leaders to build vertiport networks and integrate AAM into existing transportation systems. Regulatory agencies, such as the FAA and the European Union Aviation Safety Agency (EASA), are also defining certification pathways, airspace integration strategies, and safety standards to ensure AAM can scale safely and efficiently.

The primary use cases for AAM span multiple industries, with urban air mobility (UAM) at the forefront. Air taxis and on-demand eVTOL services promise to alleviate traffic congestion in dense metropolitan areas, offering rapid point-to-point travel for business commuters and high-value travelers. Companies like Joby Aviation, Archer, and Wisk are actively testing eVTOLs designed to operate as short-haul urban shuttles, connecting key locations such as airports, business districts, and major transit hubs.<sup>17</sup>

Another growing use case is regional air mobility (RAM), which focuses on connecting underserved communities and medium-distance travel corridors. By replacing inefficient short-haul flights and lengthy car trips with eVTOL services, RAM could enhance mobility for rural and suburban populations while reducing the demand for carbon-intensive aviation.

Beyond passenger transport, AAM is also making significant strides in cargo and logistics

applications. Companies like Zipline and Wing have pioneered drones for medical supply deliveries, food distribution, and e-commerce fulfillment in urban and remote areas. Larger cargo eVTOLs and unmanned aerial systems (UAS) are being developed to transport high-value goods and urgent shipments more efficiently than traditional ground-based logistics. Emergency response and disaster relief are other critical applications, as eVTOLs and drones can be deployed to deliver medical aid, assess damage, or transport first responders to areas inaccessible by road.

### **100 Years of Air & Space Law at the NYC Bar Association**



**Andrew Kimball, President & CEO of the NYC Economic Development Corporation; Matt Daus; and Amanda Farías, Majority Leader of the NYC Council**

On Wednesday, February 12, the New York City Bar Association hosted “Hot Topics in Air & Space Law” to celebrate the 100th anniversary of aviation law at the City Bar. The event gathered leading aviation and space law practitioners to discuss current issues and developments in air transportation. Topics addressed include advanced air mobility, drones, commercial space operations, sustainability, environmental assessments, airport operations, aviation liability, and regulatory developments. The event was sponsored by the Air & Space Law Committee, chaired by **Philip Weissman, Partner at KMA Zuckert LLP**, and co-sponsored by the Transportation Committee, which I chair.



**Matt Daus and Philip Weissman, Partner at KMA Zuckert LLP**

I was honored to lead two sessions that evening. The first session, the “Fireside Chat on Advanced Air Mobility,” looked at the future of AAM in New York City. **Amanda Farías, Majority Leader of the NYC Council, and Andrew Kimball, President & CEO of the NYC Economic Development Corporation**, joined me in discussing policy, public education, and regulatory priorities. Andrew emphasized that public education and workforce development will be critical in preparing New Yorkers for AAM adoption. According to Andrew, rather than a rapid shift, the transition to eVTOLs will be gradual, requiring collaboration between government, industry, and educational institutions to ensure local talent is ready for the job opportunities that AAM will create.

Majority Leader Farías outlined the City Council’s legislative priorities, which focus on noise regulation and environmental concerns. She highlighted ongoing efforts to phase out louder, fossil-fuel-powered helicopters, especially Stage 2 aircraft, which contribute to noise pollution. Additionally, she discussed the bills in which she is involved, addressing issues around sightseeing helicopters, electric helicopter use, and measuring helicopter noise. She underscored the importance of integrating AAM into the public transit network, ensuring it is an accessible transportation option rather than a luxury service. This discussion clarified that while AAM presents exciting possibilities, it must align with New York’s broader transportation policy goals and environmental priorities to gain public acceptance.



### **Blade Helicopter**

My second session, the “Advanced Air Mobility Panel Discussion,” provided a deeper dive into operational and policy challenges, featuring insights from Steven Spinello, Partnerships and Strategy at Skyports, James Wolff, Counsel and Chair of the Emerging Technologies Law Group at Warshaw Burnstein, LLP, Timothy Pohle, Of Counsel at Beveridge & Diamond, and Trevor Simoneau, Graduate Research Assistant at the Embry-Riddle/Boeing Center for Aviation & Aerospace Safety.

Steven shared Skyports’ experience developing one of the world’s first vertiport networks in Dubai, a model that could inform future infrastructure development in New York. He also spoke about Skyports’ involvement in the Downtown Manhattan Heliport, which is expected to play a significant role in the city’s AAM network, demonstrating the need for strategically located takeoff and landing sites that balance accessibility with community concerns.

James addressed the financial and regulatory hurdles to AAM expansion, emphasizing that public-private partnerships and innovative financing models will be key to overcoming the high entry costs in this emerging industry.

Tim explored the environmental challenges of AAM, noting that public concerns over noise, visual impacts, and clean energy usage will need to be proactively addressed. While eVTOLs are quieter than helicopters, noise remains a significant issue, requiring strong community engagement to build trust. Additionally, visual pollution must be considered, as low-flying eVTOLs in dense urban areas may raise concerns among residents. As AAM expands, competition for clean energy resources will also increase, making it critical to ensure sustainable power sources without diverting resources from existing green energy initiatives.

Trevor examined the complex regulatory landscape, explaining how the FAA and state and local governments must work together to create clear and enforceable rules for AAM operations. While the FAA oversees airspace safety and certification, cities increasingly



introduce AAM-specific laws and advisory committees, creating a patchwork of regulations that industry stakeholders must navigate.



**From Left: Trevor Simoneau, Graduate Research Assistant at the Embry-Riddle/Boeing Center for Aviation & Aerospace Safety; James Wolff, Counsel and Chair of the Emerging Technologies Law Group at Warshaw Burnstein, LLP; Matt Daus; Steven Spinello, Partnerships and Strategy at Skyports; and Timothy Pohle, Of Counsel at Beveridge & Diamond**

AAM can potentially transform urban transportation, but several factors will determine its success. Strong public engagement and education will be crucial for widespread acceptance, and regulatory alignment between federal, state, and local agencies will be needed to address safety, noise, and other challenges. Additionally, infrastructure planning must focus on vertiport networks and integration with public transit. At the same time, environmental responsibility will be key to ensuring that AAM supports clean energy goals and minimizes negative externalities. Finally, financial sustainability, supported by public-private partnerships, will be essential for long-term viability.

### **AAM on the Horizon in NYC – Next Steps**

New York City's approach to AAM is not just about integrating cutting-edge technology—it's about ensuring that innovation aligns with the city's broader goals of sustainability, equity, and quality of life. The transformation of the Downtown Manhattan Heliport into a multimodal transportation hub marks a significant step forward in making eVTOLs a practical and environmentally responsible component of the urban mobility ecosystem. By investing in charging infrastructure, maritime logistics, and quiet eVTOL adoption, the city is setting a precedent for how dense metropolitan areas can balance technological progress with community concerns.



As policymakers continue to shape noise, emissions, and safety regulations, New York City is proving that AAM can be developed with a public-first approach. With initiatives like workforce training programs, M/WBE participation, and transparent data-sharing on helicopter noise, the city fosters an ecosystem where businesses and residents can benefit from these advancements.


Looking ahead, the future of AAM in New York City—and beyond—will depend on continued technological advancements, regulatory support, and public acceptance. In the coming years, we may see a transportation landscape where eVTOLs provide efficient connections between airports, business districts, and regional destinations, complementing existing transit systems. As infrastructure expands and costs decrease, AAM has the potential to become a mainstream mobility option, reshaping urban travel with cleaner, quieter, and more accessible air transportation solutions. By prioritizing innovation that serves the public good, New York is positioning itself as a leader in the future of sustainable urban aviation.

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## Preventive Maintenance and What It Can Do for You

By: John T Walden

As a busy NEMT practitioner your fleets maintenance and repair are one of the many things you have on your “To Do” list daily. Vehicles that need service, vehicles that broke down, or need a repair for something the driver found during their last trip. Vehicles are the lifeblood of your operation! It’s the main tool to provide the service to your customers! The question becomes, do you have a proper fleet program in place to cover the basics to extend the longevity of your assets? And is this part of your core culture? We will look over some basic parts that should be part of your fleet program.

Driver Vehicle Inspection Reports or DVIR’s can be your first line of defense for your company assets. This has the driver engage with checking the vehicle they are operating. This type of inspection should not take more than ten to fifteen minutes, depending on the type of asset being operated. It consists of checking lights, mirrors, fluids, tires and wheels, body functions such as doors, interior cab inspection, and an air brake test, if the vehicle is equipped with air brakes. Performing this process at a consistent interval will help with unscheduled maintenance, increase asset availability, and keep safe reliable assets on the road. The forms used to document this can be paper or electronic. It also lets the next driver know if there were any defects or issues, and lets mechanics communicate when defects have been repaired. Like with any program buy in at all levels from the top down will make it a success, along with continuous training and inspecting what you expect.

Preventive Maintenance Inspections or PMI’s are necessary to increase the life of the asset as well as keep it safe and working to its full potential. In most/some cases, PMI’s are required by law depending on the state you operate in. The process is made up of a series of items that will be inspected by qualified personal, and usually take one to two hours to perform. These items are listed in a check list format. You can find various check list on the internet, but they may not be best for your specific vehicle. You can refer to the Original Equipment Manufacturer (OEM) for your specific vehicle. You will find mileage/hours intervals for the different fluids as well as other items for your vehicle. You can also consider making a customized check list for your fleet by utilizing OEM information and items required by your state. The inspection should cover a walk around starting at the driver side checking items listed on the check sheet. Under the hood for items listed on the

check sheet. Under the vehicle front to back down the left side, then back to front on the right side for check list items. Draining and replacing the engine oil and filter. While this type of inspection can keep the vehicle down while services are performed, being disciplined with your program will pay long term dividends. PMI's are more than just changing the oil or other fluids! They are a tool that used with discipline and consistency, will keep the investment in your assets last until they are ready for replacement. Replacement cycles is another whole topic for a future article.

Predictive Maintenance or PDM, has come more into the spotlight over the last few years. Predictive maintenance is the practice of replacing parts or systems at a predetermined interval before they fail and cause a break down. Some of the items are listed in the maintenance section from the OEM of your vehicle. One of the most accurate ways to collect this data is from you Fleet Information Management System (FIMS). The information listed will be specific to your fleet. This can include items such as brake pads and rotors, belts and tensioners, automatic devices that can wear over time, door latches, rollers, and hinge assemblies to name a few. The other way to steer predictive maintenance is through a standardize fleet. Using the same make and model of vehicle can help save on parts, diagnostic times, and if you see a trend with certain systems, you will be able to be proactive with the rest of your fleet.

These are just a few of the steps that can be taken to maintain your fleet to provide reliable service to your customers and keep your drivers happy knowing they don't have to worry about their vehicle breaking down. Taking the time to look at what you do for maintenance and structuring a maintenance program that works for your organization will provide lasting benefits as mentioned above. Consistency, continuous training to reinforce expectations, and leadership buy in will make fleet maintenance part of the core culture for the whole organization.



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# CALL FOR SPEAKERS!



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### **Non-Emergency Medical Transportation (NEMT): A Core Healthcare Service**

By Dan Reid

When we think about core healthcare services, what often comes to mind are direct patient care elements like doctor appointment, medical consultations, surgery, or emergency room visits. Yet, there's another equally vital aspect of healthcare that often goes overlooked: transportation. Non-Emergency Medical Transportation (NEMT) plays a crucial role in ensuring access to healthcare services for millions of people who face transportation barriers. Far from being a secondary service, NEMT is a core healthcare component that keeps people connected to the care they need to lead healthier lives.

#### **What is NEMT?**

Historically Non-Emergency Medical Transportation, or NEMT, referred to transportation services provided to individuals needing assistance getting to and from medical appointments, treatments, or therapies and who do not need medical attention during their transportation. Recently however, NEMT has also included all healthcare-related trips, such as those addressing social determinants of health needs. It is typically used by patients who face transportation barriers such as lack of access to transportation or are unable to drive due to other factors including age or disabilities. NEMT Services were codified in 2021 as a mandatory benefit under Medicaid for people who lack reliable transportation. NEMT is also offered under a growing number of Medicare Advantage Plans, and many facilities and individuals contract directly for NEMT services through what is commonly called "private pay" or "contracted" services. Whether through Medicaid, MA plans, private pay or contract pay, NEMT offers a reliable solution to bridge the transportation gap for people in, rural areas, low-income individuals, individuals with disabilities, seniors, and those lacking access to adequate transportation.

#### **Why is NEMT Essential to Healthcare?**

NEMT has a direct and profound impact on health outcomes, particularly for individuals with chronic conditions, seniors, and low-income populations. Here are some reasons why NEMT is, and should be recognized as, a core healthcare service:

##### **1. Improving Access to Care**

Access to healthcare is not just about having insurance or being able to afford care, it also includes physically getting to appointments. Without reliable transportation, many people delay or skip critical medical visits, putting their health at risk. A 2023 study by the Urban

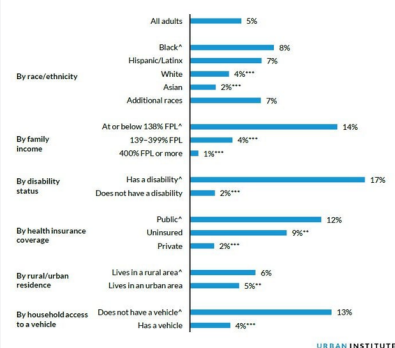
Institute reported that more than one in five adults without access to a vehicle or public

transportation said they had forgone healthcare needs because of difficulty finding transportation. NEMT enables these individuals to reach primary care providers, specialists, rehabilitation, and mental health services. For those living in remote areas or urban centers with limited public transportation, NEMT can be the difference between managing health proactively or dealing with severe consequences later.

## 2. Supporting Vulnerable Populations

That same Urban Institute study pointed out that while 5 percent of nonelderly adults did not get needed health care in the past 12 months due to difficulties with finding transportation, the numbers are significantly higher for certain populations. The number rose to 14 percent for low income families, 17 percent for adults with disabilities, and 13 percent for adults without household access to a vehicle. These populations face multiple barriers that prevent them from easily accessing healthcare, with transportation often a primary challenge. NEMT services provide a lifeline for these groups, allowing them to maintain regular healthcare appointments, access life-sustaining treatments, and manage ongoing health conditions.

**FIGURE 1**  
Share of Adults Ages 18 to 64 Who Did Not Get Needed Health Care in the Past 12 Months Because of Difficulty Finding Transportation, by Selected Demographic and Socioeconomic Characteristics, June 2022



Source: Health Reform Monitoring Survey (HRMS), Urban Institute, June 2022.  
FPL = federal poverty level.  
Notes: Adults who are Black, white, Asian, or additional races refers to those who are not Hispanic/Latino. Private health insurance coverage includes employer-sponsored insurance and private nongroup coverage. Urban areas are defined as metropolitan statistical areas.  
\*\*\* Estimate differs from reference group (\*) at the 0.10/0.05/0.01 level, using two-tailed tests.

## 3. Reducing Healthcare Inequities

Transportation is a social determinant of health (SDoH), i.e., a factor outside of direct medical care that influences a person's well-being. The World Health Organization estimates that SDoH accounts for between 30-55% of health outcomes. In addition to being a SDoH, safe and reliable transportation is also crucial to addressing the many other SDOH factors, such as job security, education, access to healthy food options, community engagement, and, obviously, the health care system. Lack of access to transportation widens health inequities, disproportionately affecting marginalized communities. By ensuring NEMT is available, healthcare systems can work towards leveling the playing field, enabling all individuals to access healthcare, regardless of socioeconomic status or geographic location.

## 4. Reducing Hospital Admissions, Readmissions, and Healthcare Costs

By providing consistent access to preventive care, NEMT helps reduce the incidence of hospital admissions and emergency room visits. For patients managing chronic diseases like diabetes, heart disease, and respiratory conditions, regular access to care is essential for monitoring symptoms, adjusting treatments, and preventing complications. Studies show that individuals with reliable NEMT access have better outcomes and experience fewer hospitalizations and readmissions, which leads to substantial cost savings for the healthcare system as a whole. A

2008 Florida State University study showed that if only 1% of the trips funded in the State resulted in the avoidance of a future emergency room visit, the payback to the State [Florida] would be 1108 percent! An actuarial analysis modeled Medicaid programs savings of \$40 million dollars a month (\$480 million per year) for every 30,000 beneficiaries who use NEMT to get to all of their dialysis, diabetic wound care, and substance abuse treatment appointment. NEMT can be self-financing by lessening avoidable hospital visits and slowing the progression of chronic diseases like diabetes and kidney failure.

## **5. Enhancing Quality of Life**

NEMT helps individuals stay connected to the care they need to live independently, maintain better mental health, and improve overall life satisfaction. For seniors and people with chronic health issues, consistent healthcare access can mean more years spent at home rather than in assisted living or hospitals.

### **The Challenges Facing NEMT as a Core Service**

Despite its importance, NEMT is often underfunded and undervalued within the healthcare system. Some challenges include:

- **Funding Limitations:** Medicaid funds NEMT for its members, but it is often a limited benefit. Lack of adequate funding can indirectly restrict the number of people who can receive NEMT services and impacts the quality of NEMT programs. Often contractual requirements or paying sources require or opt for the “lowest cost provider”. However, a focus solely on the actual cost of trips fails to account for significantly higher costs incurred overall from incurring hospital and emergency room costs that otherwise would have been avoided if more money was spent on higher quality NEMT services in the first place.
- **Logistical Barriers:** Coordinating NEMT can be complex. Inconsistent scheduling, lack of standardization, and communication issues between providers and transportation companies can lead to delays or missed appointments, reducing the program's effectiveness.
- **Awareness:** Many individuals who qualify for NEMT may not even be aware that the service exists, leading to underutilization.

### **The Path Forward: Strengthening NEMT as a Core Service**

To fully realize the potential of NEMT, it needs to be integrated more deeply into the healthcare ecosystem. Here are a few ways to enhance NEMT as a core service:

1. **Expand Coverage and Funding:** Expanding NEMT funding and eligibility through Medicare, Medicaid, and other health plans can help more people access this essential service.
2. **Continue to the Adoption of Improved Technology and Logistics:** Better use of technology can streamline NEMT services. Paying sources and regulators need to require GPS

tracking, automated scheduling, and real-time communication to help ensure patients reach appointments on time, improving both the patient experience and health outcomes. Additionally, attention needs to be paid to standards being created for the industry organizations such as

NEMTAC.

**3. Increase Awareness:** Public health agencies and healthcare providers can work to increase awareness of NEMT among eligible patients, helping them understand how to access this service and the benefits it provides.

**4. Focus on Overall Cost of NEMT Services:** State authorities and paying sources should focus on “overall lowest cost of service”, but they must do so realistically. The cost of no shows and late trips, can drive the overall cost of providing NEMT services when you take into account the increased costs down the road of higher medical costs and emergency room visits resulting from individuals missing necessary healthcare services. Additionally, using NEMT providers with poor quality control and safety standards puts riders at risk, and raises the overall costs in the industry as insurance rates continue to increase to pay for avoidable losses. The concept of value based pay is not a foreign concept in healthcare, it just has been effectively applied to NEMT services.

**5. Recognize NEMT as Preventive Care:** By acknowledging NEMT as preventive care, policymakers can help shift funding priorities to support transportation services as a long-term investment in public health.

## Conclusion

Non-Emergency Medical Transportation is much more than simple transportation, rather it is a critical part of healthcare that allows individuals to receive consistent and preventive care. For millions of Americans, it represents the difference between staying healthy and experiencing deteriorating health conditions. By valuing and investing in NEMT as a core healthcare service, we can move closer to a more equitable and effective healthcare system that truly meets the needs of all people.

Dan Reid operates NEMT Provider companies in Mississippi and Louisiana. He currently serves as President of The Transportation Alliance and on NEMTAC’s Board of Directors and Co-Chair of NEMTAC’s Accreditation Advisory Committee and Certification and Standards Advisory Committee.

This article was first published in the November edition of Transportation Insights.

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1 Smith, L. B., Karpman, M., Gonzalez, D., & Morriss, S. (2023). More Than One in Five Adults with Limited Public Transit Access Forgo HealthCare Because of Transportation Barriers. Urban Institute. <https://doi.org/April> 2023

2 Ibid

3 World Health Institute

4 Cronin JJ. Florida transportation disadvantaged programs return on investment study. Tallahassee, FL: The Marketing Institute, Florida State University College of Business; 2008

5 Faegre Baker Daniels Consulting, Wakely Consulting Group, Salber, P, M.D., (2023) The Value of Medicaid’s Transportation Benefit, Results of a ROI Study, MTAC.



The Board of Directors established a strategic alliance with **Professional Credentials Exchange (ProCredEx)**, leading to the creation of a cutting-edge online platform that streamlines the credentialing process. This system has been in place for two years and continues to enhance efficiency, allowing organizations to assess their readiness before requesting an assessment survey. Currently, multiple organizations are actively pursuing accreditation through this platform. All **NEMTAC® Accreditations** remain valid for three (3) years from the date of award by the Board of Directors.

As part of the established process, applicants must submit a **\$600 application fee** when applying. They have the flexibility to pay the accreditation fee either upfront or through monthly installments. This comprehensive fee provides full access to all services offered by **ProCredEx**. Accredited organizations are already fully integrated into the system, ensuring a seamless experience.

### Accredited Organizations

Care aVan October 6, 2020\*

Call The Car February 16, 2021\*\*

Grove Transit October 29, 2021\*

AmeriCare Mobility Van November 12, 2021\*

Black and White Transportation May 18, 2022\*

Superior Shuttle June 17, 2022\*

M7 March 21, 2023

Clear Choice Express March 21, 2023

Secure Medical Transport March 21, 2023

Ride YourWay May 18, 2023

360 Care + Transport September 7, 2023

H&M Transport August 23, 2024

#### Seeking Accreditation

Entrusted

Go Ride

Great Lakes NET

Handi Van

HealthLift

Lift Assist

Navarre Corporation

Ralder Ram, Inc. dba Reliant Transport

RNR 365 Solutions LLC

Updated: 03/14/2025

\*Actively Seeking Renewal

\*\* Renewed Accreditation

ACCREDIT TODAY



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Updated: 03/17/2024

\*Denotes Co-Chair

NEMT Today is a quarterly digital publication available in the Winter, Spring, Summer, and Fall seasons, measuring 8.5" x 11" in a vertical format that offers an interactive reading experience. Our focus is on educational articles that cover various aspects of Non-Emergency Medical Transportation (NEMT), including business operations, industry trends, regulatory compliance, technology, and customer service. We welcome submissions that highlight these topics.

## Submission Deadlines

Final copy for articles and advertisement is due on the following dates:

- Winter issue -December 1st
- Spring issue - March 1st
- Summer issue - June 1st
- Fall issue- September 1st

Each issue will be published approximately one month after the submission deadline.

### Article Specifications:

- Furnish articles in Word files format
- 1000 word maximum or less preferred
- All articles must be submitted with author name and title
- All articles must be submitted with a title
- All articles must be submitted with a minimum of 1 photo relevant to the article
- Articles that heavily promote an organization will be considered sponsored content and the editor will contact you for approval and payment

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| Article Submission

NEMT Today provides an excellent opportunity to advertise and connect with key stakeholders, including NEMT providers and payers. As a magazine dedicated to showcasing best practices, innovation, and developments within the medical transportation industry, advertising with us is an effective way to promote your brand and reach your target audience.

#### Ad Specifications

- Furnish press ready pdf files
- All fonts must be embedded, and all images must be 200dpi minimum (300 dpi preferred)
- All advertisement will be invoiced and payment must be received prior to edition publication
- Prices and Specifications listed below:

Description	Size/Specs	Price
Full Page Sponsored Content	Up to 1000 words	\$1500
Full Page Ad	Bleed 8 3/8" x 11" Trim 7 7/8" x 10 3/4" Live Area 7" x 10"	\$1500
Half Page Ad – Vertical	Vertical 3 3/8" x 10"	\$750
Half Page Ad – Island	Island 4 5/8" x 7 3/8"	\$750
Half Page Ad – Horizontal	Horizontal 7" x 4 7/8"	
Quarter Page Ad - Standard	Standard 3 3/8" x 4 7/8"	\$500
Quarter Page Ad – Horizontal	Horizontal 4 7/8" x 3 3/8"	
Embedded Video Add on (only available with purchase of Full or Half page Ads)	Provide YouTube URL	\$250

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- Winter issue -December 1st
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## Transform 2025: The Future of NEMT Starts Here!

A new year. A new city. A bigger, bolder experience.

Pack your bags and get ready—**Transform 2025** is heading to **Dallas, Texas, August 24-26**, and you do not want to miss it. This is **the** event that sets the tone for the entire Non-Emergency Medical Transportation (NEMT) industry. Whether you're a provider, regulator, vendor, or someone passionate about shaping the future of NEMT, this is your moment.

### Why Transform 2025? Because This Year is Different.

This year, the conference is expanding to bring even greater opportunities for networking, education, and business growth.

- More than **750 attendees** from across the country.
- Over **70 exhibitors** showcasing cutting-edge solutions.
- A world-class venue in the heart of Dallas.
- **Four dynamic educational tracks** designed to elevate your business and expertise:

### Best Practices



Learn from industry leaders about proven strategies to enhance efficiency, improve service, and maximize success.

### **Accreditation**

Discover how accreditation can set your company apart, improve safety, and elevate industry standards.

### **Compliance & Safety**

Stay ahead of regulatory changes, risk management strategies, and critical safety protocols that protect passengers and providers alike.

### **Engagement & Growth**

Explore innovative ways to build strong client relationships, expand your reach, and scale your business in today's evolving market.

Transform 2025 isn't just another event—it's the official kickoff to the NEMT conference season, where the best minds in the industry come together to exchange ideas, share best practices, and shape the future.

### **A Destination Worth the Trip**

Dallas is more than just a conference location—it's an experience. As a major transportation hub and home to **hundreds of NEMT providers facilitating thousands of trips daily**, the city embodies the growth and innovation happening in the industry. The Hilton Anatole, our host venue, is more than just a hotel—it's a destination in itself.

- **JadeWaters Resort Pool Complex** offers a lazy river, two water slides, and a swim-up bar, perfect for unwinding after a day of sessions.
- **Topgolf Swing Suite** provides interactive games and virtual golf experiences, ideal for networking in a relaxed setting.
- **SER Steak & Spirits** on the 27th floor offers upscale dining with panoramic views of the Dallas skyline.

Whether you're relaxing poolside, enjoying a networking dinner, or strategizing with industry leaders, Transform 2025 is designed to be both productive and enjoyable.

### **Dallas in August**

Late August in Dallas is warm and full of energy. Expect daytime highs around **95°F (35°C)** with comfortable evenings perfect for exploring the city.

Take advantage of Dallas's vibrant culture, from live music in **Deep Ellum** to world-class art at the **Dallas Museum of Art**. Savor Texas barbecue and legendary Tex-Mex cuisine, or experience the dynamic nightlife and entertainment the city is known for.

### **Engage, Educate, and Evolve**

Transform 2025 is an investment in yourself, your business, and the future of NEMT.

- Gain insights from **expert-led discussions** tackling industry challenges and opportunities.
- Hear directly from **state regulators and accredited companies** on what's next for NEMT.
- Stay informed with **legislative updates** that will impact the industry.
- Explore the **exhibit hall** filled with the latest technology and services shaping transportation and healthcare.



- Build lasting connections with fellow professionals who share your passion for excellence.

**Don't Just Hear About It—Be There!**

Transform 2025 is where the NEMT industry gathers, grows, and moves forward. The only thing missing is you.

- **Dates:** August 24-26, 2025
- **Location:** Hilton Anatole, Dallas, TX
- **Register today:** <https://app.glueup.com/event/118285/register/>

Join us in Dallas, where the future of NEMT takes shape.

See you at **Transform 2025**.

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## TRANSFORM 2025

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