

**ARROWHEAD REGIONAL DEVELOPMENT COMMISSION
LOCAL HUMAN SERVICE
TRANSIT COORDINATION PLAN**

NOVEMBER 2011



**Prepared by:
Arrowhead Regional Development Commission**

**Arrowhead Regional Development Commission
Local Human Service Transit Coordination Plan
November 2011**

**Prepared for the
Minnesota Department of Transportation**



**Prepared by
Arrowhead Regional Development Commission**



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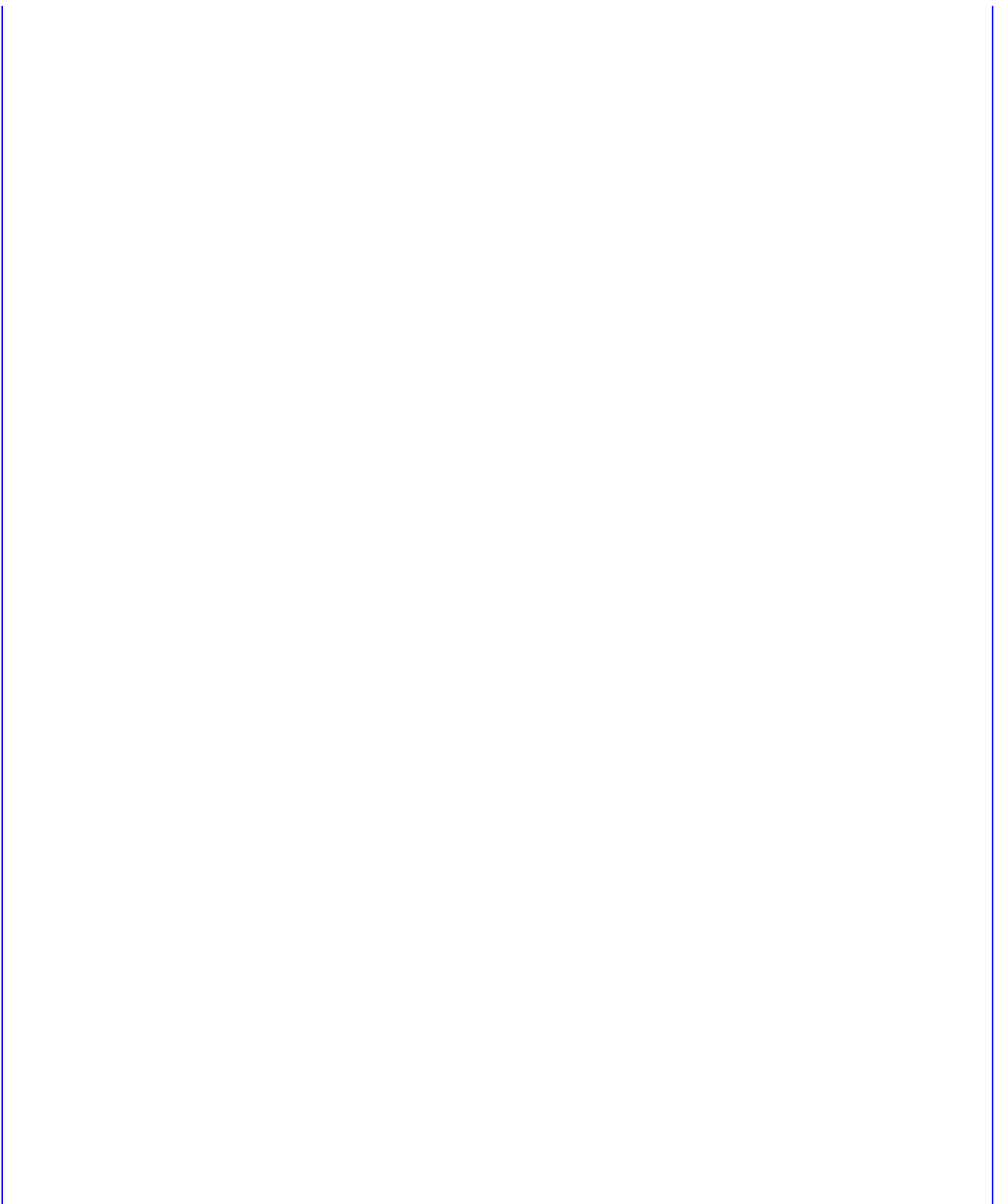
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EXECUTIVE SUMMARY

The focus of this Plan was Human Service Transportation Coordination with a special emphasis on transit dependent populations in the Arrowhead Region of Minnesota. The Arrowhead Region includes the seven county region of Northeast Minnesota including the counties of Carlton, Aitkin, Itasca, Koochiching, St. Louis, Lake and Cook. The estimated population in this region was 326,225 in 2010.

The transit dependent populations in this plan were identified as: People in Poverty, Minority Population, Limited English Proficiency, Persons 65 and older, Zero Vehicle Households, and Low Wage Jobs. The largest concentrations of the transit dependent populations identified above are located in Duluth. Also with concentrations of the transit dependent populations are the cities of Two Harbors, Aitkin, Hibbing, International Falls, Grand Marais, Cloquet, Grand Rapids, and Virginia: the majority of which have the support services such as shopping, medical, social services, housing, retail or access to retail, and local Human Service offices that are needed by the target populations.

Duluth is the largest city in the region and will continue to be the Key Destination within the Arrowhead region. However, goods and services are also provided throughout the region and must be accessible in those areas as well. These communities outside the Duluth Metropolitan area will also continually serve as key points of transport services for travel to Duluth if the services are required.

The aging population is a dominant trend in the region and there are many Assisted Living Facilities throughout the region. The population of people aged 65 and over in the region was estimated 34,270 in 2010 and is expected to increase to 59,370 by 2035.

The Prioritized Projects developed throughout this planning process are summarized on the following page and are described in greater detail in the Strategy and Project Identification section of this document.

SUMMARY OF PRIORITIZED PROJECT LIST

Key to Coordinated Transportation is bringing key players to the table and getting on the same page. This means agreeing on transit coordination issues, collectively identifying and implementing ways to resolve issues, using the same taxonomy, and increasing the awareness of both providers and the transit dependent.

Projects identified to achieve this were ranked by the Steering Committee into four categories: Easy to do/Major Improvement, Easy to do/Minor Improvement, Difficult to do/Major Improvement and Difficult to do /Minor Improvement.

There were two projects ranked as Easy to do/Major Improvement and include the creation of a Mobility Manager in the Twin Ports that would create a one stop calling location that has the knowledge of all public, private, and non-profit providers and the services offered. The other Easy to do/Major Improvement project is to Convene Regional Coordination Body and will be an annual assembly of all transportation providers and human service agencies to discuss ongoing coordination needs with the region.

There was one project ranked as Easy to do/Minor Improvement and is a Ride Contracting project that would ultimately contribute to better utilization of agency owned vehicles.

There were seven projects ranked as Difficult to do/Major Improvement and include a Call Center, Rural Specialized Co-Op, Medical Appointment Days, Multi-Community Coordination, Region-Wide Transportation Information, Volunteer Driving Training and Recruitment, and Preservation of Existing System.

There were two projects defined as Difficult to do/Minor Improvement and include a Rural Transit Center and to Merge and Fund Operations of the Silverline Bus and Elder Circle Service.

Additionally, the Steering Committee recommends a supplementary meeting of the Steering Committee between January and June 2012. The committee intends to review the status of local coordination plans statewide and identify potential local projects for 2013 under potential funding sources outlined throughout the plan. Following this meeting, the committee proposes to produce a workplan covering a 1-3 year timeframe that will detail approximately 3-5 specific projects from the coordination plan the region would like to advance during the timeframe. The workplan will also identify specific next steps to be taken to advance these projects and the organization responsible for those steps. Following this meeting, the Steering Committee may recommend more frequent steering committee meetings to discuss transit projects that are occurring in other service provider areas. The committee believes its continued communication is key to the future development and utilization of the transit system in the Arrowhead Region.

COORDINATION PLANNING

Purpose

The federal definition for transit coordination planning is a “locally developed, coordinated public transit-human services transportation plan that identifies the transportation needs of individuals with disabilities, older adults, and people with low incomes, provides strategies for meeting those local needs, and prioritizes transportation services for funding and implementation.” This definition lays out the key elements of this plan by assessing the transportation needs of the elderly and disabled, identifying strategies to address those needs, and prioritizing projects for implementation that will support these strategies and needs.

Requirements

Locally-driven coordinated plans are a requirement of the federal government. Mn/DOT is helping fund and coordinate these plans in Minnesota’s 12 Development Regions. However, because the federal government requires that they be “locally driven,” plans were conducted and adopted by Regional Development Commissions.

Accordingly, to receive funding under the Job Access Reverse Commute (JARC) (Section 5316), New Freedom (Section 5317), and Section 5310 Elderly and Disabled programs, projects must be identified in a coordination plan.

While federal guidance only stipulates the coordination plan identify projects for funding under three programs, it also indicates that transportation providers of all types: public, private, non-profit and human services, as well as members of the public, participate in the plan’s development and help identify projects for improved transportation coordination.

Target Populations

The identified target populations for coordinated transportation planning are the elderly, disabled, and persons with low income.

Elderly



Persons with Disabilities



Low Income



Stakeholders

The following is a list of major stakeholders in the coordinated planning process that serve the targeted populations:

- Area transportation planning agencies
- Public transportation providers
- Private transportation providers
- Non-profit transportation providers
- Past or current organizations funded under the JARC, New Freedom or Section 5310 Program
- Passengers and advocates
- Human service partners, including Area Agencies on Aging
- Others (anyone interested in transportation for target populations)

Passengers and advocates were described to include transportation advisory committees and other representatives from advocacy groups that work on behalf of a targeted group. Human service partners were described to include agencies that administer health programs, social service programs, employment one stops programs, Medicaid, community action agencies, agencies on aging, community service boards, etc. Others included security and emergency management agencies; economic development agencies; faith based and community based organizations, business representatives like chambers of commerce, school districts, elected officials and policy analysts.

The chart on the following page describes the Steering Committee that was used throughout the planning process.

Steering Committee Member	Organization/ Representing
Roberta Cich	Access North-Center for Independent Living-Duluth Branch
Jim Heilig	Duluth Transit Authority
Don Hoag	MN Workforce Center-Duluth
Heidi Jaros	Community Action Duluth
Dennis Jensen	Duluth Transit Authority
Jack Larson	Arrowhead Transit
Don Mohawk	Mn/DOT District 1 Transit
Pam Parson	Access North-Center for Independent Living of NE MN
Catherine Sampson	Arrowhead Area Agency on Aging
Shelly Saukko	St. Louis County-Public Health & Human Services
Amy Skluzacek	UDAC
Amy Stark	Lake County Human Services
Harlan Tardy	Arrowhead Economic Opportunity Agency /CAP Agency
Marcia Mehle	Arrowhead Economic Opportunity Agency
Barb Caskey	Arrowhead Area Agency on Aging
Beth Swanson	Lake County Human Services

Stakeholders were encouraged to participate in this process for a variety of reasons. First described was, that coordinated plans are meant to improve our region's collective ability to provide transportation services to customers. In addition, the coordinated planning process is the only way to ensure eligibility for future funds from the JARC, New Freedom and 5310 programs and that the projects identified for this region suit individual organization's needs. Coordinated planning acknowledges that resources are limited. We are in an environment of decreased funding for public transit and human service agencies, and finding ways to increase the efficiency of resources makes sense. It is unlikely that public transit can bear the costs of providing specialized services to clients at a subsidized fare, so coordination is needed to help people find rides on other providers. Finally, the Minnesota Department of Human Services strongly encourages coordinated planning among recipients and will be reviewing their participation in these efforts.

Planning Process

There are four required elements outlined in the federal circular of a coordinated plan. The elements include:

- Assessment of available services that identifies current transportation providers.
- Assessment of current transportation needs for persons with disabilities, older adults and people with low incomes.
- Identification of strategies, activities, and/or projects to address the identified gaps between current services and needs, as well as opportunities to improve efficiencies in service delivery.
- Priorities for implementation based on resources.

This plan will be updated every five years. In order to achieve progress within that timeframe, stakeholders identified projects that can be completed within this time.

The first coordinated plan was conducted in this region in 2006. At that time, Mn/DOT gave each region a lot of flexibility in developing those plans.

In 2006, most plans identified strategies for coordination but spent less time identifying specific projects. In 2011, Mn/DOT and the Federal Transit Administration (FTA) wanted to see more of an emphasis placed on projects.

Therefore, the Steering Committee and stakeholders revisited strategies and projects identified in the 2006 plans but ultimately created a new plan. In future years, it is likely only pieces of the plan will be updated, such as the prioritized project list, rather than create an entirely new plan.

The 2006 Coordination Plan review of strategies and projects is examined later in this document. The Steering Committee's assessment of those strategies and projects was used as a starting point for developing this plan.

Needs Assessment

The goal of identifying passenger needs was accomplished through a needs assessment. The work tasks for this assessment included:

1. Mapping transit dependent populations, key destinations, and transit routes.
2. Conducting an inventory of all the transportation providers in the region, including public, private, and non-profit. The inventory asked questions regarding vehicle capacity, operating costs, passenger services, and coordination efforts. In March 2011, the questionnaire was sent to over 150 providers. The survey was completed by 43 providers and the results were tabulated by ARDC.
3. A "SWOC" analysis was conducted to identify the strengths, weaknesses, opportunities, and constraints to transportation coordination in the Arrowhead region.

Outreach

Public outreach for this plan focused on two groups, the members of the Steering Committee and the attendees of the public workshop. The Steering Committee met two times throughout the process, in April and in August. Each meeting lasted approximately two hours. The public workshop was held in Duluth on June 7, 2011. Approximately 30 transportation stakeholders attended the nearly four hour workshop.



Public workshop attendees discussing their conclusions on the current strengths of transit services and the level of coordination throughout the region on June 7, 2011 at the Radisson Hotel in Duluth.

TRANSPORTATION PROGRAMS AND COORDINATION BEST PRACTICES

Government spending targeted toward elderly, disabled and low-income transportation are distributed through a variety of transit and human services funding programs. The purpose of this section is to familiarize users of this plan with some specific transportation programs that are mentioned throughout the plan.

In addition to providing an overview of transportation programs, This section will provide an overview of these major funding programs and describe best practice examples of how transportation coordination is taking place among these programs. The first three programs that will be described (JARC, New Freedom, and Section 5310) are those programs that must have projects identified in the coordinated plan to be eligible for future funding.

Job Access Reverse Commute (Section 5316)- (JARC)

The goal of Job Access Reverse Commute funding is to connect low-income workers to job sites or employment training opportunities. Examples of projects funded through JARC include extending the hours of a fixed-route system to cover the needs of night-shift workers, adding a volunteer driver program specifically targeted to transporting employees to and from job sites, and mobility management positions to provide agency personnel dedicated to helping clients navigate transportation options and assess program eligibility. The local match requirement for funding is 50% toward operating and 20% toward capital funds.

JARC Example: Arrowhead Transit operates a Rural Rides program funded through JARC. Through this program, paid staff at workforce centers help residents in four counties connect with volunteer drivers or co-workers who will take them to jobs. Workers must be below 150% of the poverty line and prove that they are unable to access jobs, training, or interviews due to lack of transportation.

New Freedom (Section 5317)

The goal of the New Freedom program is to increase transportation access for the elderly and disabled. Funding under this program usually provides resources for personnel, rather than physical transportation. For example, New Freedom funds in Minnesota have been awarded to provide mobility management positions (paid staff who help connect elderly and disabled clients with transportation programs), travel training to teach elderly and disabled passengers how to use existing transportation programs, and positions to coordinate volunteer driving services. The local match requirement for funding is 50% toward operating costs and 20% toward capital costs.

New Freedom Example: The Travel Trainer project in St. Cloud helps people with disabilities learn to use the fixed route public transit system. This increases their transportation options beyond what can be provided on a para-transit vehicle.

Section 5310 Elderly and Disabled

The Section 5310 Program is also meant to serve the elderly and disabled, but funding is typically used to purchase buses and vehicles. Eligible entities who can apply for funding include transit agencies, local government agencies, and non-profits. The local match requirement for the 5310 programs is 20% of capital costs. The program does not fund operating costs. In Minnesota, the Mn/DOT Office of Transit typically funds about 30-35 new vehicle purchases annually through this program.

Department of Human Services Programs

Minnesota Health Care Programs Non-Emergency Medical Transport (NEMT)

In this program, transportation for the elderly, persons with disabilities, and low income groups are also funded through some Department of Human Services programs. Additionally, transport to non-emergency medically necessary services is available to most eligible clients of MN Health Care Programs. Transport could also include access transportation services (ATS), often referred to as common carrier and special transportation services (STS).

The level of transportation service available varies by what program an individual is eligible for. Transportation services are funded through a combination of federal and state dollars.

1915 (c) Home and Community-Based Services Elderly Waiver (EW) and Alternative Care (AC) for Older Adults- (Aging and Adult Services Division)

Transportation services may be approved by the case manager to enable consumers to gain access to EW and AC services, along with other community services, activities and resources. The case manager must specify the goals and needs for the service in the plan of care. Transportation services are billed as a one-way trip or per mile.

1915 (c) Home and Community-Based Waiver Services- (Disability Services Division)

The Home and Community-Based Waiver service is offered in order to enable waiver participants to gain access to waiver and other community services and activities, as specified in the individual service plan. Transportation reimbursement may be included in the contracted rate for other waiver services such as adult day care, residential care and supported employment or as a separate transportation rate such as Day Training and Habilitation services.

Minnesota Board on Aging

Older Americans Act, Title 3-B: Supportive Services

This act funds in-home, community and caregiver support services, helps people age 60 and over remain independent in their own homes and communities, and is targeted to those with the greatest economic or social need.

The Minnesota Board on Aging also funds supportive services, including but not limited to:

Assisted Transportation: assistance and transportation, including escort, to a person who has difficulties (physical or cognitive) using regular vehicular transportation.

Transportation- One, One-Way Trip using vehicular transportation.

Best Practice Examples

The following three cases are best practice examples of transit coordination implementation in two regions.

Volunteer Assisted Transportation, Knoxville-Knox County Community Action Committee, TN

Knoxville-Knox County Community Action Committee (CAC) in Tennessee is a public agency that provides programming in support of seniors, low to moderate income families, the unemployed/underemployed, persons with disabilities and other individuals with special needs for services. Knox County CAC Transit provides transportation to medical and other appointments and services within Knoxville and its surrounding area.

This project demonstrates the use of agency-owned vehicles in the delivery of a volunteer driver program. The agency recruits and trains volunteers to drive and accompany seniors on medical and other trips. The volunteers drive company-owned vehicles, including lift-equipped mini-vans.

By using agency-owned vehicles rather than personal vehicles in its volunteer driver program, the agency limits liability concerns and improves the effectiveness of driver sensitivity training to improve transportation service delivery to older adults.

This demonstrates an innovative use of 5310 dollars to eliminate one of the main barriers to volunteer driving: the requirement that a volunteer use their personal vehicle in order to volunteer.

Scott and Carver Counties, Minnesota

Scott and Carver Counties formerly operated two individual county-wide public transit systems. They merged their scheduling and service delivery, but they still maintain their own driving staffs. This both saves money and allows them to schedule trips across county boundaries.

In addition, Smart Link Transit administers the Medical Assistance program in those two counties. Smart Link is the only transit system in the state that administers State Department of Human Services dollars. Smart Link provides mileage reimbursement and rides to clients who are eligible for Medical Assistance transportation. This ensures that the most appropriate, least costly transportation option is provided to MA clients in Scott and Carver counties.

Paul Bunyan/ Hubbard County Joint Dispatch

The following is an example of locally driven transit coordination.

When Hubbard County Heartland Express's staff dispatcher retired, Hubbard County entered into a contract with Paul Bunyan Transit in Bemidji, MN to provide dispatch services. Paul Bunyan utilizes dispatch software, automatic vehicle locators, and mobile data terminals to link Hubbard County's vehicles. In addition, Paul Bunyan retains a staff person who fields Hubbard County's trip requests.

By partnering with Paul Bunyan Transit, Hubbard County now has a more efficient dispatch system at a lower cost than retaining a single staff person. Paul Bunyan benefits from the additional revenue generated by this dispatch contract, as well as the addition of another staff person who helps with both dispatch and other administrative duties.

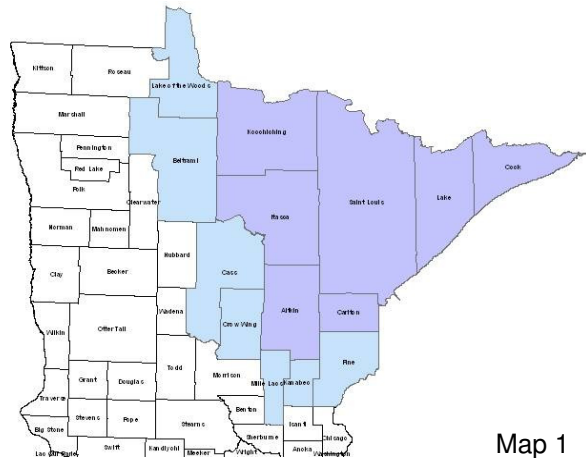
Ridership on Hubbard County Transit has increased 18% since the change, due to increased reliability of services and shorter response times for vehicle dispatch.

NEEDS ASSESSMENT FINDINGS

Location

This plan covers the following seven counties in the Arrowhead Region:

- Cook
- Lake
- St. Louis
- Carlton
- Aitkin
- Itasca
- Koochiching



The development of this plan included connections with the counties in blue to ensure there are no geographic stopping points. The Duluth Metropolitan Area was also incorporated into this plan.

Existing Conditions

The following information was made available to the Steering Committee and the stakeholders during the development of the plan.

Demographics

- Aging population is growing in the region.
- Aging population is the most transit dependent in the region.
- Assisted living facilities are numerous throughout the region.
- The current estimated population in the seven county arrowhead region is 326,225.

Transportation

The largest transportation providers in the region include Arrowhead Transit and Duluth Transit Authority. The majority of clients are using transit for commuting to work, medical appointments, and regional shopping centers. Major cities in the region include:

- Duluth
- Two Harbors
- Aitkin
- Hibbing
- International Falls
- Grand Marais
- Cloquet
- Grand Rapids
- Virginia

Population Density

The largest population concentration in the region is in Duluth. Duluth's population is concentrated around the University of Minnesota Duluth campus, in the downtown area, and the around the Miller Hill area. Other areas of population include the cities of Virginia (8,371), Hibbing (16,237), Cloquet (11,460), and Grand Rapids (10,869).

Please refer to Appendix B-1 on page 42 for additional analysis of the Arrowhead Region's population density.

Households in Poverty

The largest concentration of households in poverty in the region is in Duluth. This concentration is generally located in Duluth's downtown hillside and Lincoln Park area. Other areas of poverty in the region are more difficult to locate. The following include locations with a higher concentration of residents, more youth exodus, and elevated elderly population.

- Aitkin (Aitkin County)
- International Falls (Koochiching County)
- Cloquet (Carlton County)
- Virginia (St. Louis County)
- Hibbing (St. Louis County)

Please refer to Appendix B-2 on page 43 for additional analysis of the Arrowhead Region's concentration of households in poverty.

Minority Populations

The minority population in the region is 7.3% and is expected to remain the same. The largest concentration of minority populations in the region is in Duluth's Central Hillside.

Please refer to Appendix B-3 on page 44 for additional analysis of the Arrowhead Region's concentration of minority populations.

Limited English Speaking Populations

The largest concentration of limited English speaking populations in the region is in Duluth's Central Hillside.

Please refer to Appendix B-4 on page 45 for additional analysis of the Arrowhead Region's concentration of limited English speaking populations.

Age 65 and Over

The aging population is a dominant trend in the region, Minnesota and the United States. The population of people aged 65 years and over in the region was estimated at 34,270 in 2010 and is expected to increase to 59,370 by 2035.

Population age 65 and over	
Arrowhead Region	19.9%
State of Minnesota	12.9%
United States	13%
Source: 2010 U.S Census	

Population age 65 and over	
Aitkin County	27.2%
Lake County	22.3%
Cook County	20.3%
Koochiching County	19.6%
Itasca County	19%
St. Louis County	15.9%
Carlton County	15%
Source: 2010 U.S Census	

The Arrowhead's fringe counties are seeing younger trends, but the migration of youth leaving the region is leading to a higher aging population.

Please refer to Appendix B-5 on page 46 for additional analysis of the Arrowhead Region's population of age 65 years and over.

Zero-Vehicle Households

The largest concentration of zero-vehicle households in the region is located near the University of Minnesota Duluth campus and Duluth's downtown area. This is likely because college age students and minority populations in those areas are well served by transit. The estimate of zero-vehicle households in the state is 7%. The lack of population density throughout the region makes providing transit a difficult task.

Please refer to Appendix B-6 on page 47 for additional analysis of the Arrowhead Region's concentration of zero-vehicle households.

Low Income Workers and Low Wage Jobs

The highest concentration of low income workers and low wage jobs in the region is located in Duluth's downtown, central hillside, and Lincoln Park areas. Other locations with an identifiable concentration include Cloquet, Virginia, Hibbing, and International Falls.

Please refer to Appendix B-7 on page 48 for additional analysis of the Arrowhead Region's concentration of low income workers and low wage jobs.

Transportation Provider Inventory

In the spring of 2011, ARDC conducted a transportation provider inventory. The purpose of the inventory was to create a single, comprehensive document detailing the available transportation resources in this region. It included information such as vehicle capacity, passenger eligibility requirements, and costs of providing each service.

In the attempt to survey all transportation providers in the region, including public transit providers, non-profit providers, private for profit providers, school districts, etc., nearly 150 questionnaires were sent throughout the region to providers. The 43 returned responses were used in the following analysis of transportation availability. Of the 43 returned responses, 37 were returned by transportation providers that includes eight public, seven senior services, six county human services, six health care, three day training and habilitation, three private transportation, two veterans services, one non-profit transportation provider, and a YMCA. Not all of the region's transportation providers received or completed the survey. The following table represents the needs accommodated by the 37 agencies that completed this section of the survey.

Needs Accommodated	Percent of Service Providers that Accommodate in the Region (Number of Providers)
Mental Impairments	59% (22)
Physical Disabilities	56% (21)
Car Seats/ Boosters	40% (15)
Children	37% (14)
Escorts for Elderly/ Frail people	35% (13)
Personal Care Attendants	21% (8)
Discounts for Seniors/ Low Income	11% (4)
Interpreters	8% (3)

Findings

The table below describes passenger needs that are accommodated in the region. Nearly all of the service providers that completed this section of the survey accommodate a variety of these needs.

Service Type	Percent of Service Providers that offer this Type of Service in the Region (Number of Providers)
Door to Door	41% (15)
Curb to Curb	35% (13)
Door Through Door	24% (9)
Stop to Stop	16% (6)

Most commonly, these services are only offered to passengers that are an agency client. Other agencies identified passenger age, the reason for travel, and the location of needed services as eligibility requirements.

Type of Coordinating Agency	Percent of Providers that Coordinate in the Region (Number of Providers)
Day Training & Habitation	24% (5)
HMO or PMOP	24% (5)
None	24% (5)
Educational Institutions	20% (4)
Elder Day Care	20% (4)
Churches	20% (4)
County Human Service Agency or MNET	20% (4)
Intercity Carrier	14% (3)
Private Regional Shuttles	9% (2)
Airports	9% (2)
Occupational Training Center	9% (2)
Tribal Agency	9% (2)
Head Start	4% (1)
Other (Not Specified)	38% (8)

Gaps Between Services: Service hours throughout the region typically begin between 5:00 -8:00 a.m. These services also end their service in the evenings between 4:00-6:00 p.m. Few providers throughout the region offer transportation outside of these hours.

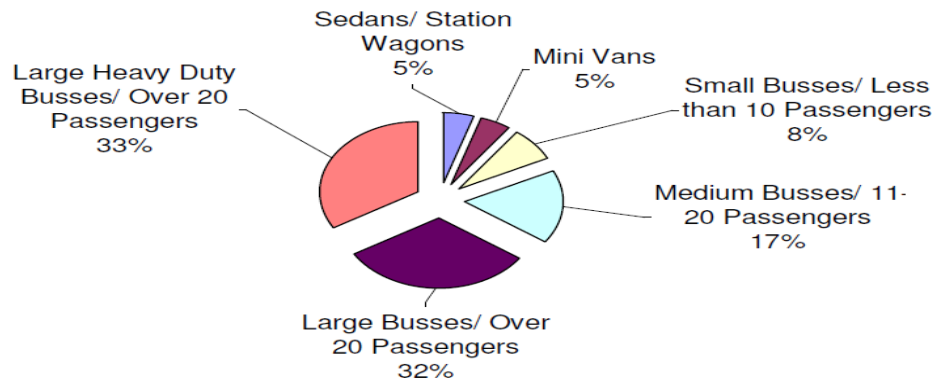
Barriers to Coordination	Averaged Rank of Coordination Barriers in the Region (Lowest Rank indicates Biggest Barrier)
Cost	1
Scheduling	2
Limited Service Hour Availability	3
Staff Time Requirements	4
Limited Service Area Boundaries	5
Insurance	6
Driver Qualifications	7
Billing and Payment	8
Passenger Security	9

The survey asked “What are the most needed changes to improve coordination in the region?” The leading response was the need for more options. Other leading open-ended answers to this question included affordability and the need for volunteers.

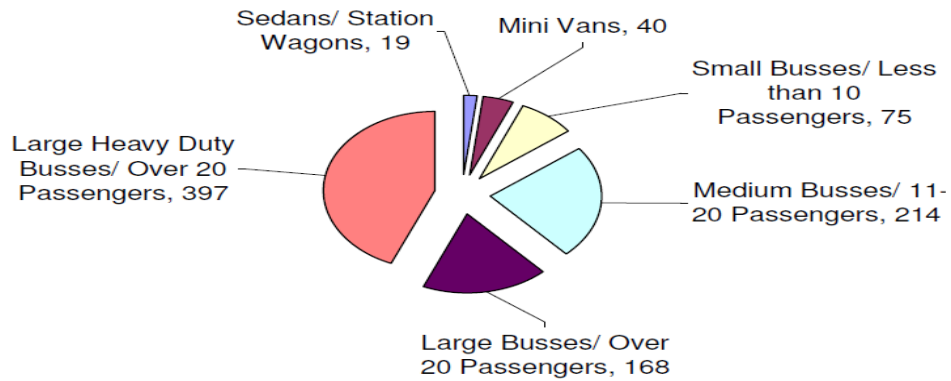
When asked “How does coordination with agencies take place?”, the leading response was through referrals. Other leading open-ended answers to this question include contract agreements and arranging rides for clients by phone.

The following graphs on the next three pages relate to the vehicles that are used to provide services in the region. Through the survey, service providers indicated the percentage of their passengers that require on and off assistance, the combined average of the providers is 35%.

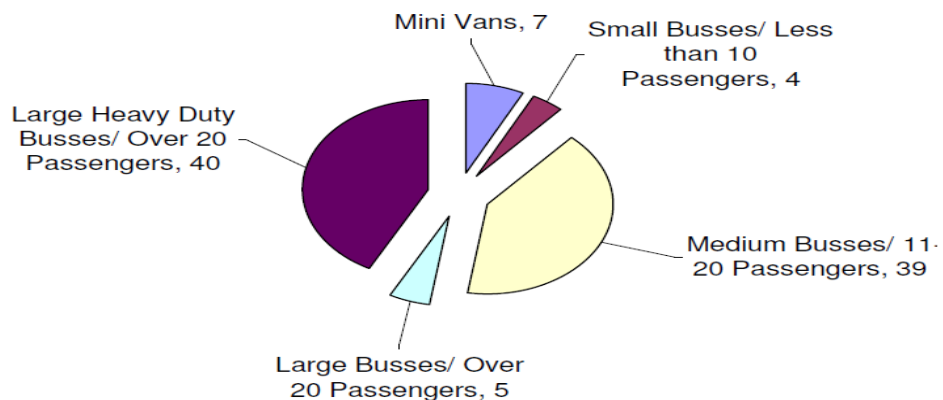
Agency Owned Vehicles used for Transportation



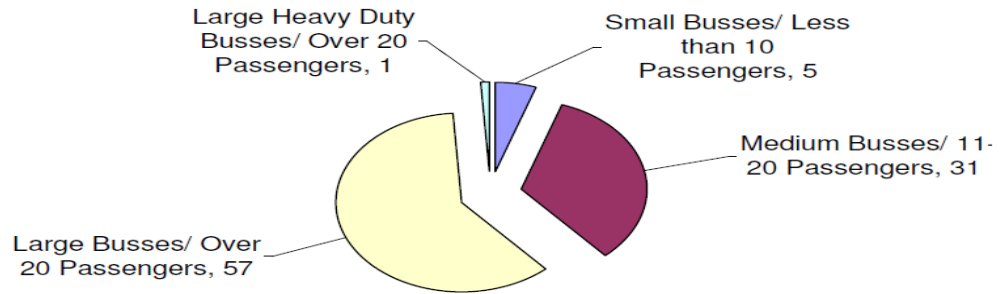
Agency Owned Vehicles used for Transportation- Ambulatory Capacity



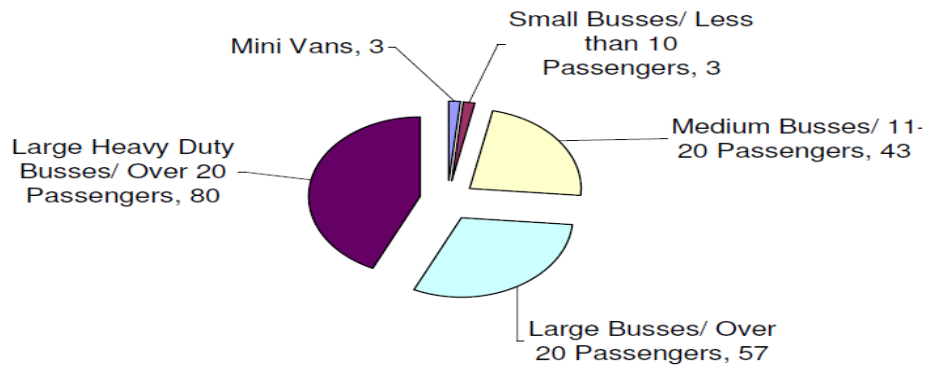
Agency Vehicles used for Transportation- Wheelchair Capacity



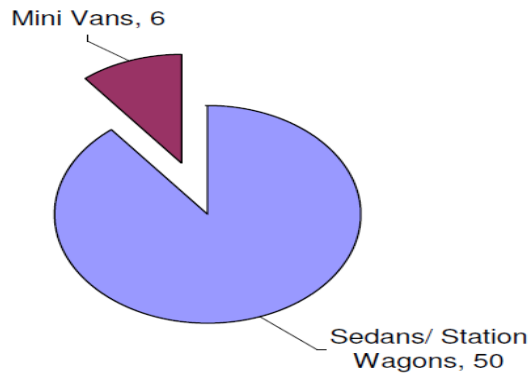
Agency Owned Vehicles used for Transportation- STS Certified



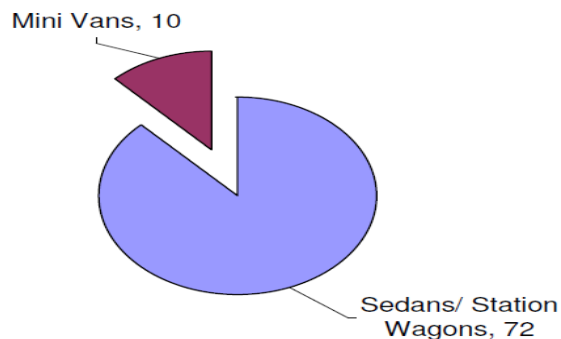
Agency Owned Vehicles used for Transportation- Lift-Equipped Vehicles



Personal Vehicles used for Agency Transportation- Total



Personal Vehicles used for Agency Transportation- Ambulatory Capacity



The inventory indicated that no personal vehicles being used in the region have lift equipment, wheelchair capacity, or that are STS certified.

The inventory also indicated there are eight sedans/station wagons being shared in the region. The Koochiching County Community Services shares four vehicles with other departments in the county and Carlton County Veterans Services will use other county vehicles if they are needed. Koochiching County Community Services also uses eight other sedans/station wagons by using four personal vehicles and owning four more. Additionally, Carlton County Veterans Services owns and operates a 14 passenger bus to transport veterans to the Minneapolis Veterans Administrations Medical Centers in Minneapolis. The survey results showed no other types of vehicles or other agencies sharing vehicles.

Strengths and Weaknesses Analysis for Strategic Planning

At the June 7, 2011 Public Workshop, stakeholders were asked to identify the current strengths and weaknesses of human service transit coordination in the region. Workshop attendees were allowed time to discuss their conclusions and eventually rank the agreed findings. These identified strengths and weaknesses played an important role in the development of the coordination plan. The following chart indicates the top five strengths and weaknesses identified at the workshop and the criteria that was used in this exercise.

Criteria Examples	Strengths Identified	Weaknesses Identified	Criteria Examples
<ul style="list-style-type: none"> • Who is being served? • How well are they being served? • What agencies already work together and how? • Local political support? • Experience, knowledge, data? • Innovations? • Processes, systems, technologies? • Management, structure? • Philosophy and values? 	<ol style="list-style-type: none"> 1. The collaboration of agencies and decision makers who recognize the value of transit. 2. There is good accessibility in larger the municipalities. 3. Public transit is safe, efficient, timely, comfortable, economical, and has friendly drivers. 4. The personal commitment of volunteer drivers. 5. The reliability of providers. 	<ol style="list-style-type: none"> 1. Resource availability 2. Limited affordable service in rural areas 3. Limited/ Fragmented awareness coordination of available services 4. Lack of specialized transportation services 5. The cost of operation (especially in rural areas) 	<ul style="list-style-type: none"> • Gaps in areas served? • Gaps in individuals served? • Redundancies or inefficiencies? • Lack of understanding among public or professionals of available services? • Local political support? • Lack of processes and systems? • Management, agency structure?



Public Workshop attendees ranking weaknesses by placing dots on the weaknesses they feel are the most important in the region on June 7, 2011 at the Radisson Hotel in Duluth.

Plan Action Statements

In the previous plan, the 2006 Human Services Coordination Steering Committee adopted the following six action statements that required future federally-funded transit projects to follow in order to receive funding consideration. These action statements were reaffirmed and remain in this plan.

Statement 1: Increased education would lead to a more effective transit system, higher ridership, and increased opportunities.

Statement 2: Coordinate efforts for affordable services in all geographical locations.

Statement 3: Coordinating services for transportation, by maintaining regular schedules and meeting individual needs.

Statement 4: Develop methods to increase funding and demand for transportation for everyone.

Statement 5: Increased networking of communities and providers will strengthen Arrowhead areas transportation system.

Statement 6: Reduce transportation barriers through creative approaches/means/solutions.

If a solicitation for transit projects occurs, projects must fit one or more of these action statements in a fiscally constrained way to qualify for funding.

Outcome Assessment of the 2006 Northeast Minnesota & Duluth Metropolitan Area Human Services Coordination Transit Plan

The following three pages are a review of the 2006 plan strategies. The Steering Committee discussed each strategy and project to determine the progress made in five years. The committee determined whether action has been taken and things are going well, if some action has been taken but things are not happening quickly or the outcome was not successful, and if no action has been taken. This information was also presented at the June 7, 2011 Public Workshop.





Arrowhead Region Strategy #1 – Taking stock of community needs and moving forward

(Green: Action Taken Yellow: Some Action Taken Red: No Action was taken Blue: Unknown progress)

Reasonably maintain access and costs	Green	
Flexible scheduling	Yellow	
Directory of services	Green	
Funding guide	Blue	

Arrowhead Region Strategy #2 – Putting customers first

(Green: Action Taken Yellow: Some Action Taken Red: No Action was taken Blue: Unknown progress)

Education	Yellow	
Outreach	Yellow	
Maintain bus schedule	Green	
Coordination between public and private	Yellow	





Arrowhead Region Strategy #3 – Moving people efficiently

(Green: Action Taken Yellow: Some Action Taken Red: No Action was taken Blue: Unknown)

Dependable service	Green	
Mobility manager	Green	
Evaluate/utilize excess capacity	Blue	
Flexibility	Blue	
Improve communication	Yellow	





Arrowhead Region Strategy #4 – Adapting funding for greater mobility

(Green: Action Taken Yellow: Some Action Taken Red: No Action was taken Blue: Unknown progress)

Billing knowledge	Yellow	
For-profit funding guide	Yellow	
Contract for services	Yellow	
Push to seek additional funding	Yellow	




Metro Area Strategy #1 – Taking stock of community needs and moving forward

(Green: Action Taken Yellow: Some Action Taken Red: No Action was taken Blue: Unknown progress)

Improve communication of getting information into the hands of those who need to understand what services are available in our area	Green	
Examine creative options for low income job access	Green	
Getting the elderly out of their vehicles	Yellow	
Low income job access	Green	

Metro Area Strategy #2 – Putting customers first

(Green: Action Taken Yellow: Some Action Taken Red: No Action was taken Blue: Unknown progress)

Accessibility awareness in relation to transit routes	Yellow	
Form partnerships with business sector to make them aware of employee and consumer transportation needs	Green	
DTA system usage education and improve complaint process	Green	
Addressing access needs of minority and low income population	Yellow	




Metro Area Strategy #3 – Moving people efficiently

(Green: Action Taken Yellow: Some Action Taken Red: No Action was taken Blue: Unknown progress)

Work with employers and systems (medical for elderly) including the county	Green	
Moving people better in an intercity fashion (Duluth into the region)	Red	
Look beyond DTA/STRIDE for coordination opportunities	Yellow	
Consider accessibility needs	Yellow	

Metro Area Strategy #4 – Adapting funding for greater mobility

(Green: Action Taken Yellow: Some Action Taken Red: No Action was taken Blue: Unknown progress)

More transportation collaboration between elderly, disabled, and low income	Yellow	
Improve communication among service providers	Yellow	
Education for using services	Yellow	

Metro Area Strategy #5 – Making things happen by working together

(Green: Action Taken Yellow: Some Action Taken Red: No Action was taken Blue: Unknown progress)

Extend transportation services to job growth areas	Yellow	
Identify human service trip generators	Yellow	
Disabled job access options	Yellow	

STRATEGY AND PROJECT IDENTIFICATION

The priority projects and strategies that were brought together in this plan were identified by the region's transportation stakeholders at the public workshop in June 2011. The projects and strategies were discussed as a group and brought to the Steering Committee. The Steering Committee fully developed the projects and strategies at the last Steering Committee meeting in August 2011. A copy of the public workshop summary that was given to the Steering Committee for the expanded development of projects and strategies can be found in Appendix E.

Using the public workshop summary, the Steering Committee was asked to complete an Effort vs. Impact chart to prioritize the refined projects. A copy of the completed chart can be found in Appendix F.

Resulting from those exercises and other identification tools, this chapter contains the strategies and projects that were identified and prioritized for transit coordination in the Arrowhead Region.

Priority Coordination Strategies Identified in the Arrowhead Region

Strategies were identified at the Public Workshop though a project idea exercise. Small groups were assigned one of three categories (Coordinate and Consolidate Transportation Services and Resources, Mobility, or Communication, Training and Organization Support) and were told to focus their project ideas based on their assigned category. Through a process of discussion and eventually ranking, these specific strategies (with accompanied projects) were identified from the original categories of strategies.

Coordinate and Consolidate Transportation Services and Resources		
Strategy	Key Elements	Benefits
Coordinate Dispatch	Create centralized call center and share trip dispatch under single entity within an organization. Buy software that incorporates reservation and scheduling capabilities and/or uses vehicle location information.	Improves program access; creates cost-efficiencies; maximizes ridesharing; removes obstacles to providing same day, shared ride service; potential to reduce costs and increase productivity.
Coordinate Agency Schedules	Coordinate connections between transit services. Coordinate transit service hours with health services, social services, and employment schedules.	Improves program access, could result in cost-efficiencies by grouping rides from similar origin/destination locations.
Contract with Common Carrier	One or more sponsors have contracts with a common carrier, such as a public transit agency, and permit co-mingling of clients on the carrier's vehicles.	Increase vehicle productivity; reduces per trip costs.
Allow joint purchasing	Coordinate purchases such as vehicle maintenance, insurance, driver training and substance abuse testing	Reduces costs by "buying in bulk;" increases consistency across organizations
Outsource business functions	Contract with external agencies for business services such as accounting, billing, or dispatching	Increased efficiency by allowing agency to focus on key mission while outside contractor handles ancillary functions
Contract between agencies	Allow providers with excess capacity to "sell" rides to other organizations, which are reserved for their clients	Improves service productivity and cost-effectiveness
Share resources	Share use of operational and capital resources (vehicles, facilities, support services)	Reduces costs; increases vehicle productivity; improves service quality
Consolidate business functions	Merge various operating functions, such as call center or service delivery, from several agencies under single entity	Improves program access; creates cost-efficiencies

Coordinate and Consolidate Transportation Services and Resources (continued)

Strategy	Key Elements	Benefits
Coordinate volunteer driving	Merge volunteer driver training across programs	Volunteer drivers are qualified to drive clients of more than one program
Implement tools that support data management	Install tools that improve data integrity, fare collection, cost sharing/ allocation, billing, reporting and transfers	Improves service operations, design and management; may create cost savings

Mobility Strategies

Strategy	Key Elements	Benefits
Improve Service Convenience	Improve/expand service hours, geographic coverage, driver assistance, same-day service, inter-city services, etc. Purchase additional vehicles. Use software that matches service information with data to maximize service design and enhance productivity.	Enhances travel and service options; increase services productivity and frees resources for service expansion
Establish/enhance volunteer driver programs	Develop/incorporate volunteer driver program to deliver services	Low cost strategy to increase service, community involvement
Establish/enhance assisted transportation programs	Train volunteers to help riders who are unable to use transit services without personal assistance	Increase access to transit services
Establish/expand taxi subsidy programs	Provide vouchers to partially or completely pay for taxi services	Offers flexible service; increases travel options
Improve access to transit stops	Make accessibility improvements at bus stops, such as installing accessible pedestrian signals	Improves accessibility of fixed-route; does not require on-going funding; can reduce reliance on paratransit
Maintain existing vehicle fleet	Replace existing buses appropriate to their age/wear and tear	Future levels of service match current levels

Communication, Training and Organization Support

Strategy	Key Elements	Benefits
Centralize Information	Create centralized listing of regional transportation services	More user friendly; increases access to service
Hire a mobility manager	Dedicate personnel resources to manage local mobility issues and/or staff coordination efforts	Creates staff resources to promote and implement coordination efforts

Communication, Training and Organization Support (continued)

Strategy	Key Elements	Benefits
Provide technical training for coordination staff	Obtain technical training on background skills needed to implement coordination strategies, such as financial tools, team-building, etc.	Ensures local coordination staff has skills to implement recommended programs
Offer customer travel training	Encourage targeted populations to use transit services by teaching them how to ride the bus	May reduce paratransit costs by moving riders to fixed route services; increases consumers' transportation options; means to offer culturally specific training to target groups
Convene regional coordination body	Convene transportation providers and human services agencies to discuss on-going coordination needs within each region	Designated body can oversee implementation of identified coordination efforts. Could initiate studies such as identifying and tracking transportation spending within region to promote understanding of dollar trail
Educate public of transportation options	Marketing and education to teach consumers about their transportation options	Increased ridership, could target culturally specific groups
Educate regional professionals of transportation options	Education of human service professionals of the whole spectrum of transportation options available to clients	More cost-effective and efficient recommendations to clients

Prioritized Project List- Arrowhead Region

Easy to do/ Major Improvement (Projects 1-2 of 2)

Title	Mobility Manager in the Twin Ports
Description	A central one stop calling location that has the knowledge of all public, private and non-profit providers and the services offered.
Clients Served	Target populations
Communities Served	Duluth/ Superior Metropolitan Area
Project Champion	Dennis Jensen, Duluth Transit Authority
Strategy Addressed by Project	Hire a Mobility Manager– Communication, Training, and Organizational Support

Title	Convene Regional Coordination Body
Description	An annual assembly of all transportation providers and human service agencies to discuss ongoing coordination needs within the region.
Clients Served	Transit stakeholders, target populations and the general public
Communities Served	Arrowhead Region
Project Champion	Arrowhead Regional Development Commission
Strategy Addressed by Project	Convene Regional Coordination Body– Communication, Training, and Organization Support

Prioritized Project List- Arrowhead Region

Easy to do/ Minor Improvement (Project 1 of 1)

Title	Ride Contracting
Description	Allows better utilization of vehicles owned by allowing other organizations without vehicles to transportation access.
Clients Served	Involved organizations that serve the target populations
Communities Served	Duluth/ Superior Metropolitan Area and Surrounding Area
Project Champion	
Strategy Addressed by Project	Share Resources– Coordinate and Consolidate Transportation Services and Resources

Prioritized Project List- Arrowhead Region

Difficult to do/ Major Improvement (Project 1-2 of 7)

Title	Call Center
Description	A call service that determines which agency to schedule for service Contact is available in a variety of ways. This service allows transportation arrangement to and from medical appointments, employment, and stores.
Clients Served	Target populations and general public
Communities Served	Arrowhead Region
Project Champion	
Strategy Addressed by Project	Coordinate Dispatch– Coordinate and Consolidate Transportation Services and Resources

Title	Rural Specialized Transportation Co-Op
Description	A central organization that organizes and coordinates providers for specialized transportation to include the umbrella of insurance, funding, and billing.
Clients Served	Target populations
Communities Served	Areas with limited service in the Arrowhead Region
Project Champion	
Strategy Addressed by Project	Coordinate Dispatch– Coordinate and Consolidate Transportation Services and Resources

Prioritized Project List- Arrowhead Region

Difficult to do/ Major Improvement (Project 3-4 of 7)

Title	Medical Appointment Days
Description	Coordination of schedules and appointments by geographic area. Project requires specific days and times clinics and hospitals designate appointments for the transit dependent.
Clients Served	Target populations served by small providers
Communities Served	Small communities throughout the Arrowhead Region
Project Champion	
Strategy Addressed by Project	Coordinate Agency Schedules– Coordinate and Consolidate Transportation Services and Resources

Title	Multi– Community Coordination
Description	Project makes transportation in small communities readily available and affordable.
Clients Served	Target populations and general public in rural communities
Communities Served	Arrowhead Region
Project Champion	
Strategy Addressed by Project	Coordinate Dispatch/ Share Resources– Coordinate and Consolidate Transportation Services and Resources

Prioritized Project List- Arrowhead Region

Difficult to do/ Major Improvement (Project 5-6 of 7)

Title	Region-Wide Transportation Information, Referral and Booking
Description	Create a region wide clearing house for individuals that identify resources.
Clients Served	Target populations and general public
Communities Served	Arrowhead Region
Project Champion	
Strategy Addressed by Project	Centralize Information/ Hire a Mobility Manager— Communication, Training and Organization Support

Title	Volunteer Driving Training and Recruitment
Description	Uniformly train and qualify all drivers to provide rides.
Clients Served	Target populations and general public
Communities Served	Rural communities throughout the Arrowhead Region
Project Champion	
Strategy Addressed by Project	Establish/ enhance assisted transportation programs— Mobility Strategies

Prioritized Project List- Arrowhead Region

Difficult to do/ Major Improvement (Project 7 of 7)

Title	Preservation of the Existing System
Description	Anticipated cuts to transit funding threaten the operations of the existing system.
Clients Served	Target populations and general public
Communities Served	Arrowhead Region
Project Champion	
Strategy Addressed by Project	System preservation– Additional Strategy

Prioritized Project List- Arrowhead Region

Difficult to do/ Minor Improvement (Project 1-2 of 3)

Title	Rural Transit Center
Description	Service connects population centers in the region with intercity transportation. A small non-profit with the use of 5310/ fifteen passenger busses brings groups to intercity transportation.
Clients Served	Target populations and general public
Communities Served	Arrowhead Region
Project Champion	
Strategy Addressed by Project	Contract with common carrier– Coordinate and Consolidate Transportation Services and Resources

Title	Merge and Fund Operations of the Silverline Bus and Elder Circle Service
Description	Provide transportation and have readily available transportation
Clients Served	Target populations
Communities Served	Deer River/ Remer Area, Itasca County, Aitkin County and Cass County
Project Champion	Silverline Bus
Strategy Addressed by Project	Improve service convenience– Mobility Strategy

Prioritized Project List- Arrowhead Region

Difficult to do/ Minor Improvement (Project 3 of 3)

Title	Build Transit Shelter
Description	Provide weather protection shelters at transit stops.
Clients Served	Target populations and general public
Communities Served	Duluth/ Superior Metropolitan Area
Project Champion	Dennis Jensen, Duluth Transit Authority
Strategy Addressed by Project	Improve access to transit stops– Mobility Strategy

CONCLUSION AND PLAN ADOPTION

This plan was adopted by the ARDC Board of Directors on November 17, 2011. The final public comment period before adoption was sought between October 7, 2011 and November 10, 2011. The solicitation took place through contact with the regions newspapers and by contacting stakeholders that participated in the process or were inquired to participate. ARDC was contacted by agencies to update contact information in the Transportation Provider Inventory, clarify agency services, and to discuss transit funding.

ARDC has requested funding for a supplementary meeting of the Steering Committee between January and June 2012. Following the meeting, the committee intends to produce a workplan that will detail 3-5 projects and cover a 1-3 year timeframe. The committee believes its continued communication is key to the future development and utilization of the transit system in the Arrowhead region and looks forward to opportunities to continue the progress made in this planning process.

APPENDICES

APPENDIX A
Plan Adoption Documentation

November 17, 2011

ARROWHEAD REGIONAL DEVELOPMENT COMMISSION
Board of Directors

Resolution

Adoption of the Local Human Service Transit Coordination Plan
for Northeast Minnesota

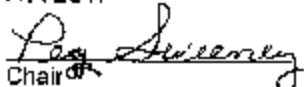
WHEREAS, the Arrowhead Regional Development Commission (ARDC) is the designated regional transportation planning agency in Northeast Minnesota; and

WHEREAS, in 2011 the Minnesota Department of Transportation requested that ARDC assist in completing a Human Service Transit Coordination Plan; and

WHEREAS, ARDC's Regional Planning Division has completed the planning process in Northeast Minnesota and a presentation of the plan has been made to the ARDC Board of Directors at the November 17, 2011 meeting of the Board;

NOW THEREFORE BE IT RESOLVED, that the ARDC Board of Directors approves the adoption of the Local Human Service Coordination Plan for Northeast Minnesota.

ATTEST:


Chair


Executive Director

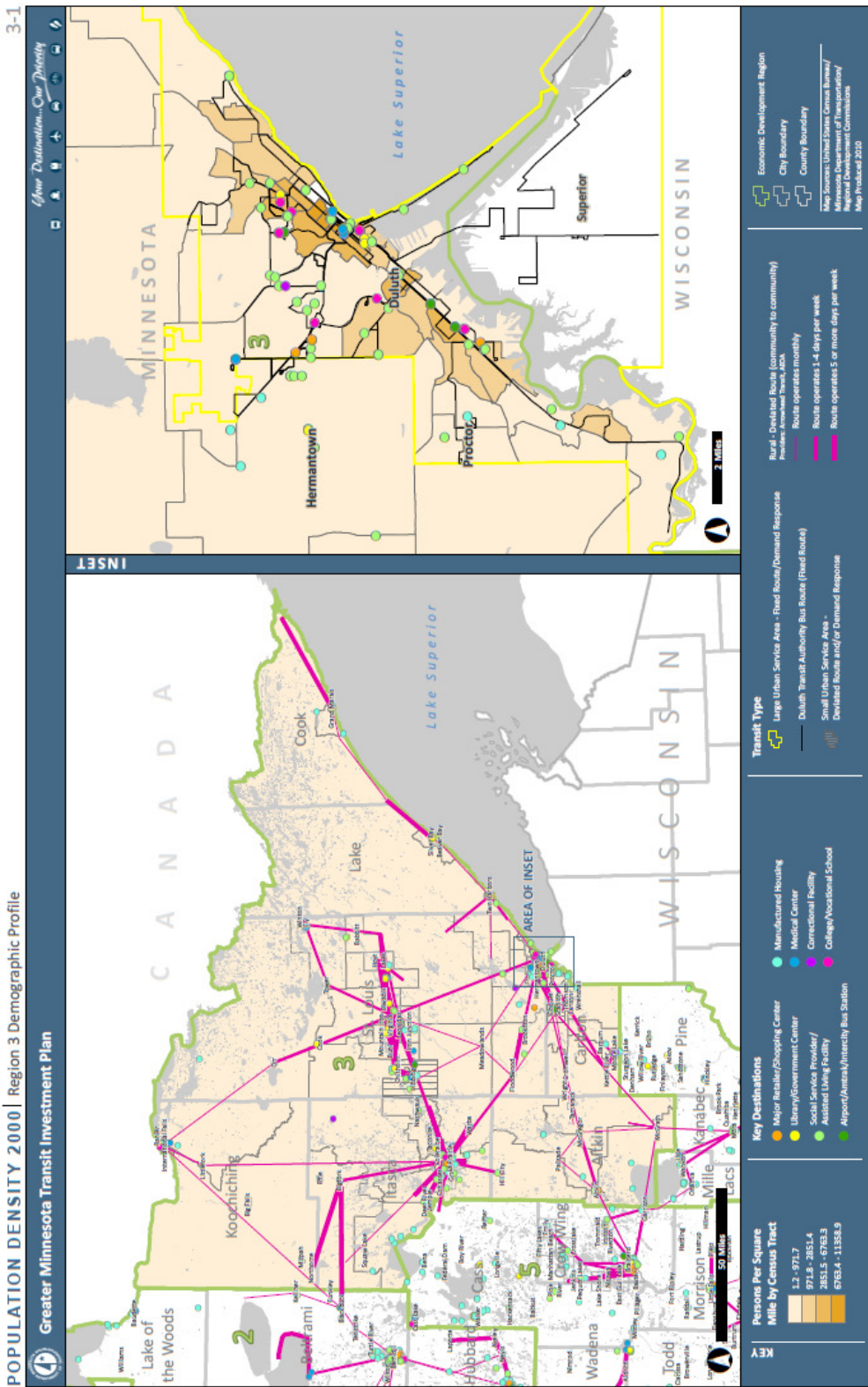

Officer

11-17-11
Date

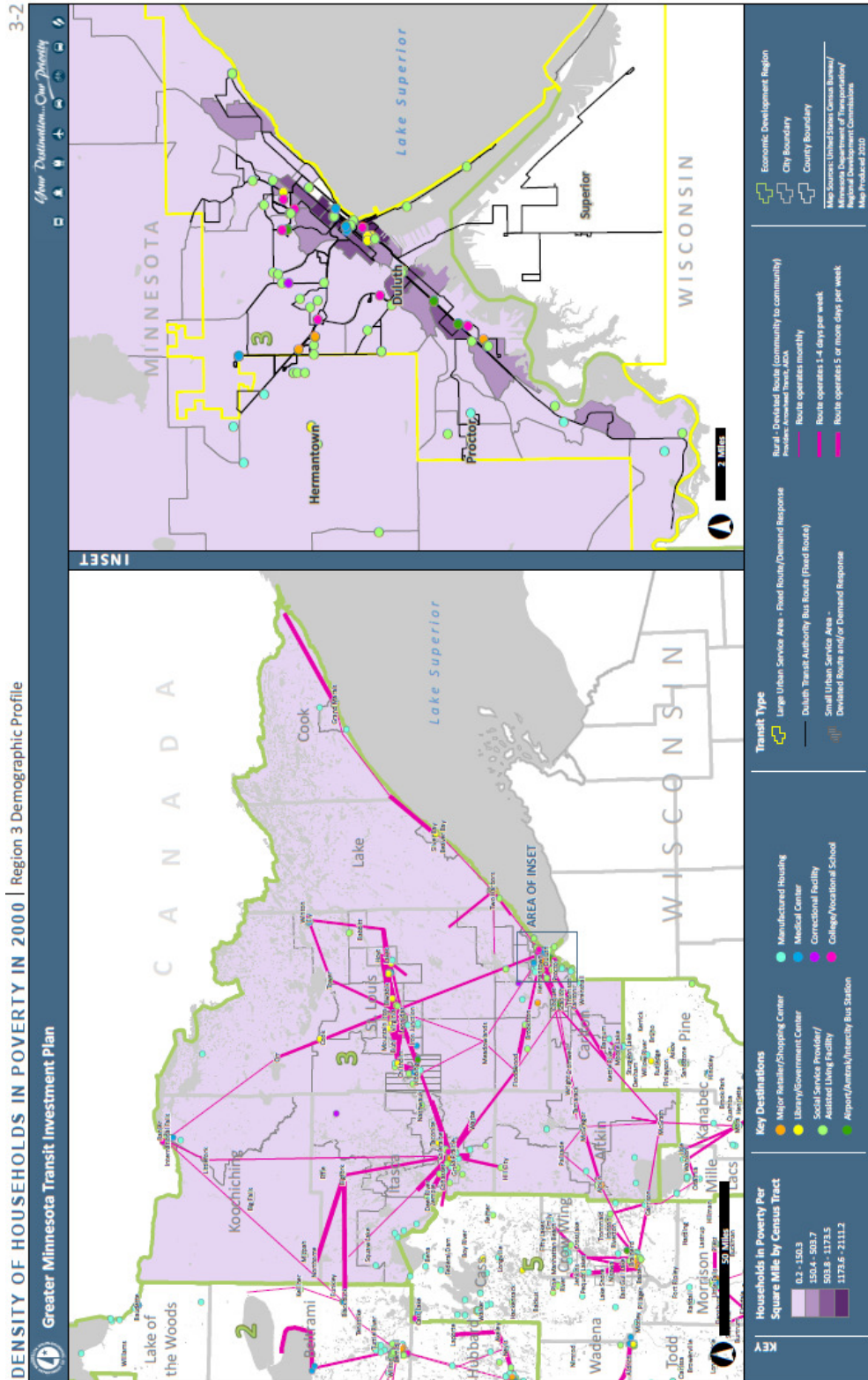
APPENDIX B

Greater Minnesota Transit Investment Plan Maps

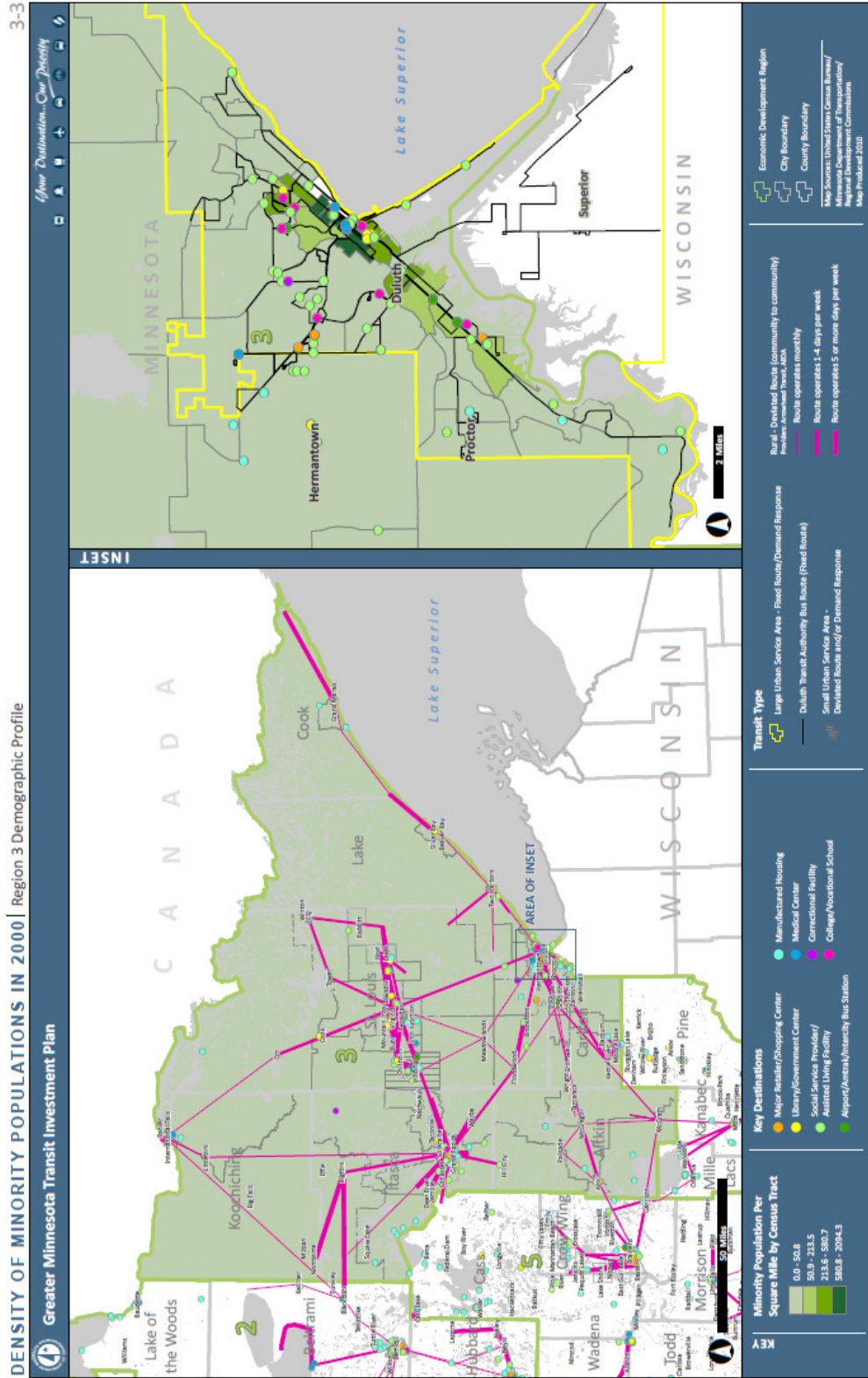
Appendix B-1: Population Density



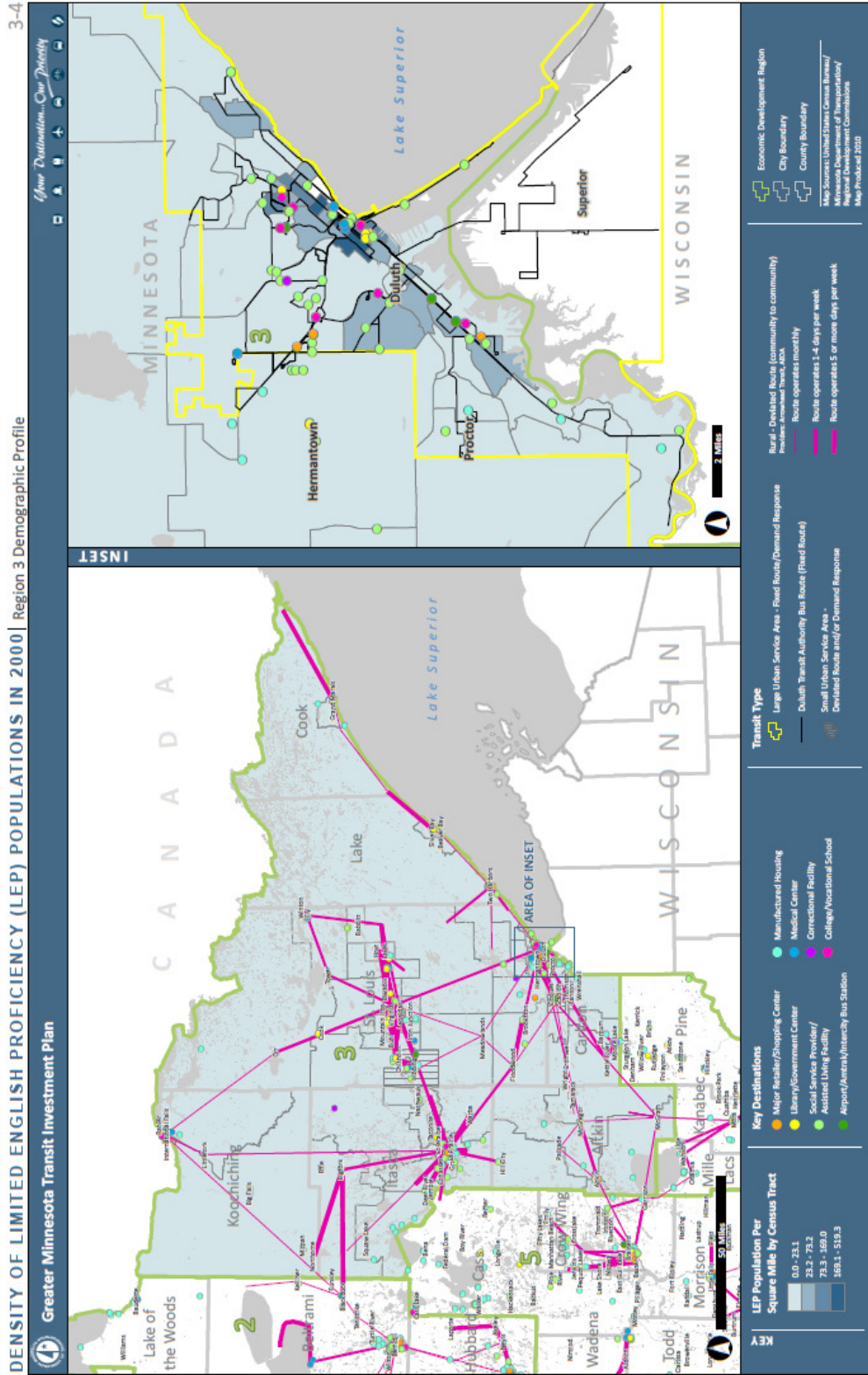
Appendix B-2: Density of Households in Poverty



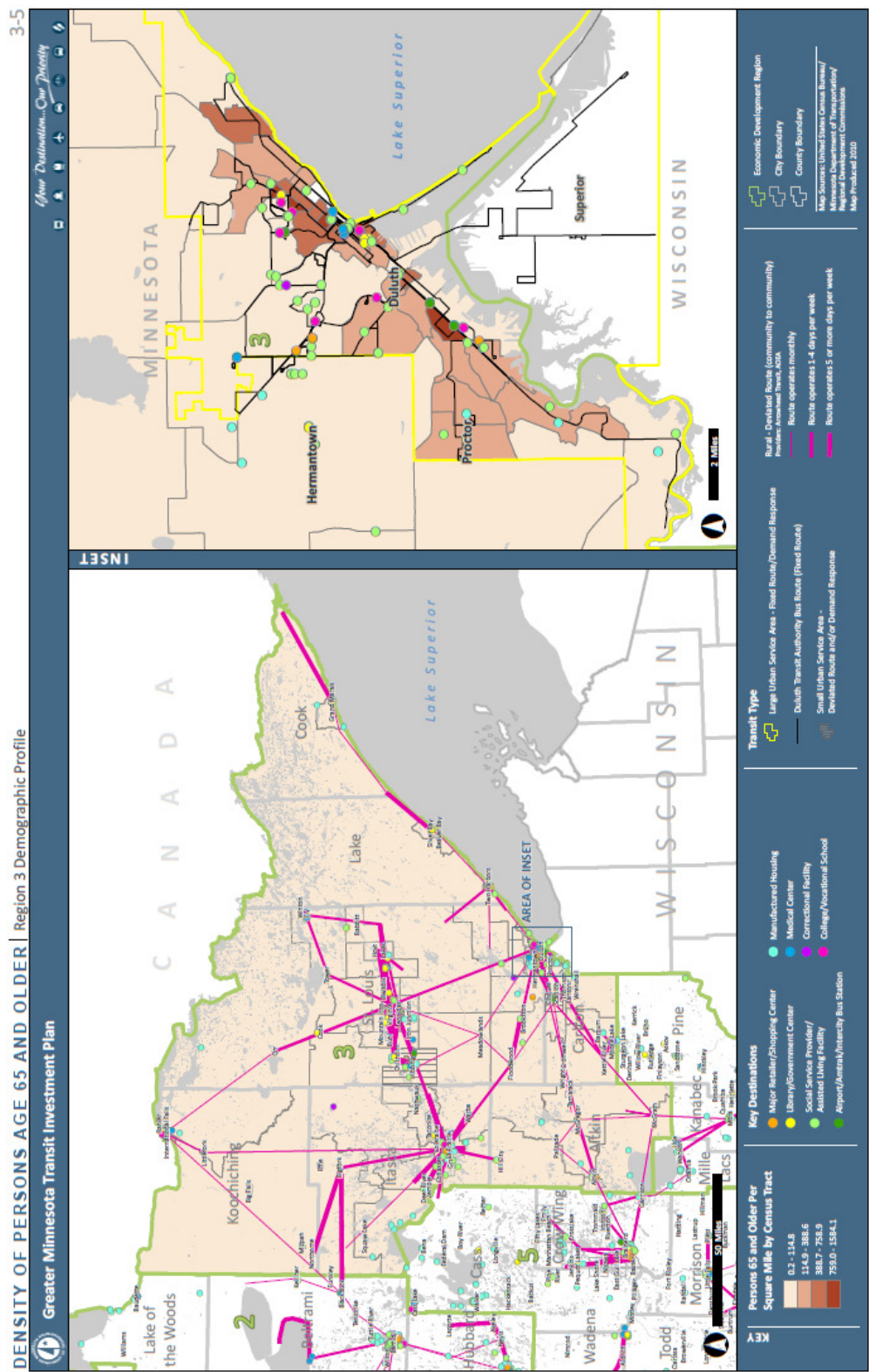
Appendix B-3: Density of Minority Populations



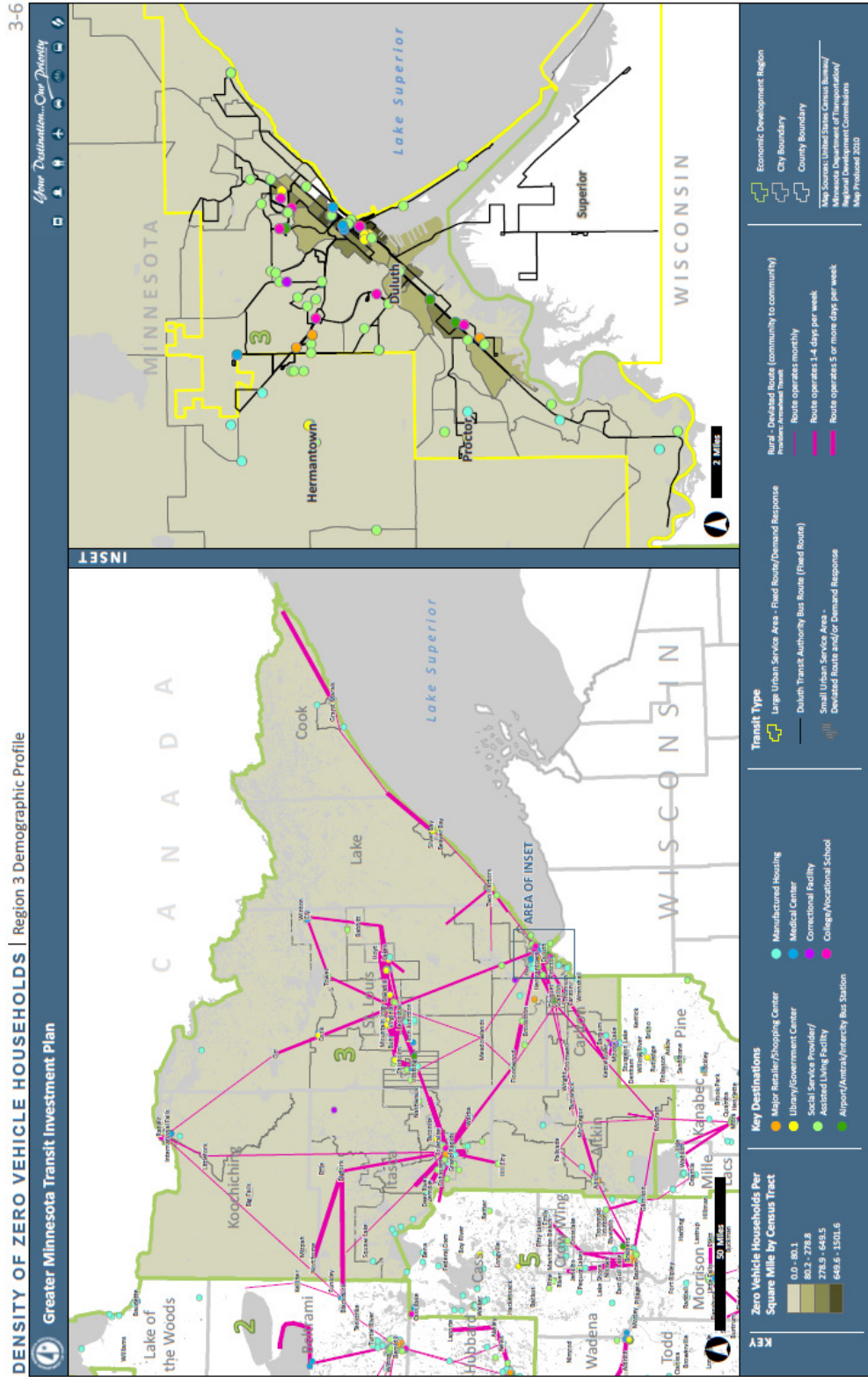
Appendix B-4: Density of Limited English Proficiency (LEP) Populations



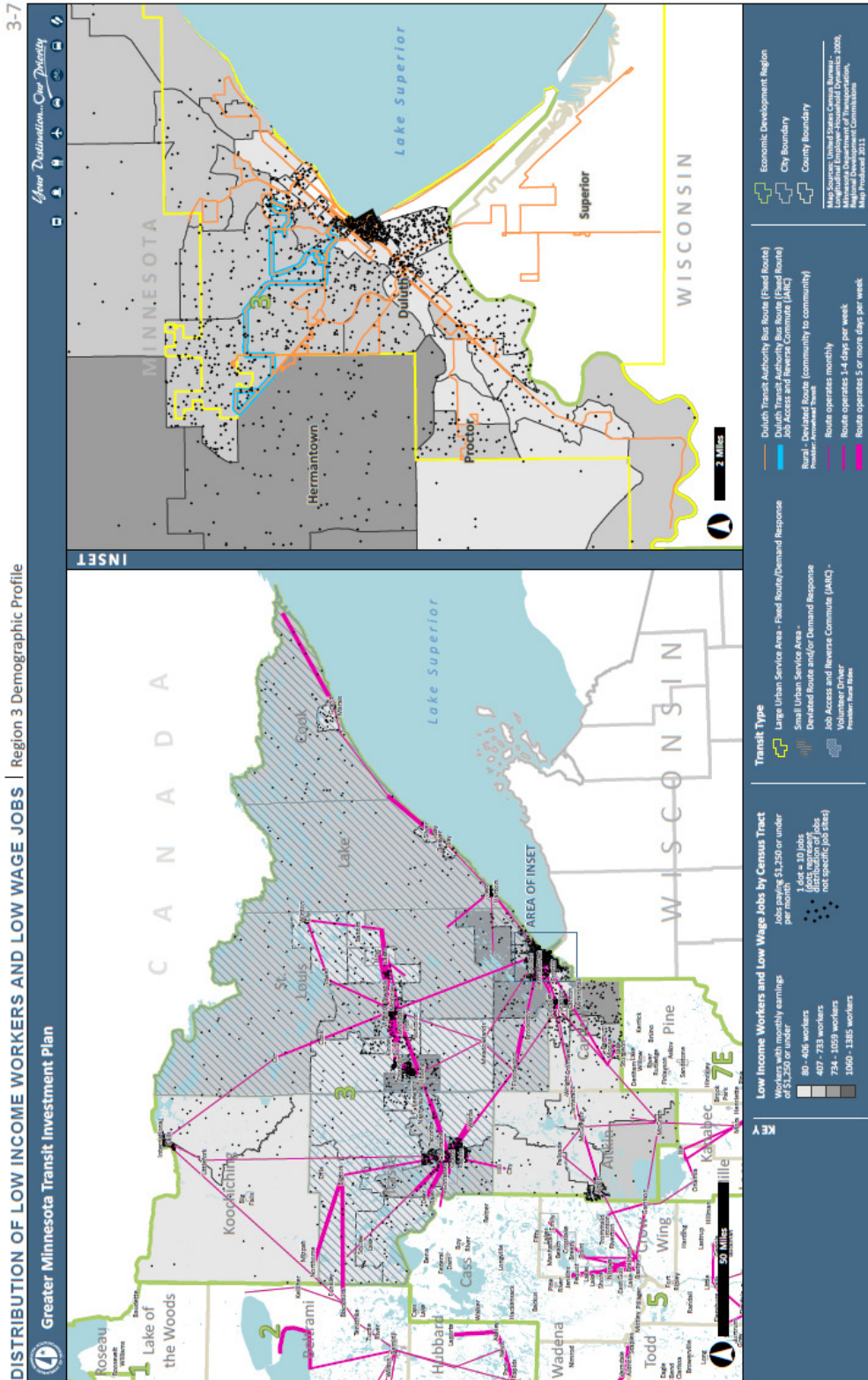
Appendix B-5: Density of Persons Age 65 and Older



Appendix B-6: Density of Zero Vehicle Households



Appendix B-7: Distribution of Low Income Workers and Low Wage Jobs



Appendix C- Arrowhead Regional Development Commission Transportation Provider Inventory

The following directory includes contact information for the transportation providers in the Arrowhead Region that responded to the ARDC transit coordination questionnaire or requested to be included in this directory. The service area of this inventory included Koochiching, Itasca, Aitkin, Carlton, St. Louis, Lake and Cook Counties. The questionnaire was sent throughout the region in Spring 2011 and is not a complete list of providers in the region.

Koochiching County

Name: Koochiching Aging Options Senior Wheels
 Address: 1000 Fifth Street, International Falls, MN 56649
 Phone: 218-283-7030
 Web: www.koochichingagingoptions.com
 Service Type: Senior Services

Name: Koochiching County Community Services
 Address: 1000 Fifth Street, International Falls, MN 56649
 Phone: 218 283-7000
 Web: www.co.koochiching.mn.us/dept/com_serv/comservmain.htm
 Service Type: County Human Services Agency

Itasca County

Name: Itasca County Health and Human Services
 Address: 1209 SE 2nd Ave. Grand Rapids, MN 55744
 Phone: 218-327-2941
 Web: www.co.itasca.mn.us/Home/Departments/Health%20and%20Human%20Services/Pages/default.aspx
 Service Type: County Health and Human Service Agency

Name: Elder Circle
 Address: 1105 NW 4th Street Grand Rapids, MN 55744
 Phone: 218-999-9233
 Web: www.eldercircle.org/
 Service Type: Senior Services

Name: Rapid Transit
 Address: 1415 US Hwy 169 E Grand Rapids, MN 55744
 Phone: 218-327-8294
 Web: www.rohhc.com
 Service Type: Medical Assistance Transportation Service to Medical Appointments

Name: Deer River Health Care Center (Silverline Bus)
 Address: 1002 Comstock Drive Deer River, MN 56636
 Phone: (218) 246-2909
 Web: www.drhc.org/silverline.html
 Service Type: STS Medical Transports and Local Transportation

Aitkin County

Name: Aitkin County Health and Human Services
Address: 204 - 1st Street NW Aitkin, MN 56431
Phone: 218-927-7200
Web: www.co.aitkin.mn.us/departments/human-svcs/HHS-Home.html
Service Type: County Health and Human Services

Name: Northland Assisted Living
Address: 22027 420th Street, McGregor, MN 55760
Phone: 218-768-3356
Web: www.northlandvillage.org/mcgregor.aboutUs.shtml
Service Type: Assisted Living

Name: Aitkin County DAC
Address: 181 North Maddy Street/P.O. Box 176 McGregor, MN 55760
Phone: 218-768-4031
Web: www.aitkincountydac.com/
Service Type: County Developmental Achievement Center

Carlton County

Name: Carlton County Public Health and Human Services
Address: 30 North 10th Street, Cloquet MN 55720
Phone: 218-879-4511
Web: www.co.carlton.mn.us/departments/public_health_human_services/public_home.htm
Service Type: County Public Health and Human Service Agency

Name: Carlton County Veterans Services
Address: Community Services Building, 14 N 11th St., Suite 120 Carlton, MN 55720
Phone: 218-499-6863
Web: www.co.carlton.mn.us/departments/veterans/Vets_Home.htm
Service Type: County Veterans Services

Name: Wrenshall School (ISD #100)
Address: 207 Pioneer Drive Wrenshall, MN 55797
Phone: 218-384-4274
Web: www.wrenshall.k12.mn.us/
Service Type: Public School

Name: Carlton Public Schools (ISD #93)
Address: 310 4th St Carlton, MN 55718
Phone: (218) 384-4226
Web: www.carlton.k12.mn.us/
Service Type: Public School

Name: Pinewood Inc.
Address: 915 18th Street Cloquet, MN 55720
Phone: 218-879-4566
Web: www.pinewoodinc.org/
Service Type: Day Training and Habilitation

Name: Volunteer Services of Carlton County, Inc. (VSCCI)
Address: 1219 14th Street, Suite D Cloquet, MN 55720
Phone: 218-879-9238
Web: www.vsccl.com/
Service Type: Volunteer Services– Non-Profit Organization

St. Louis County

Name: ISD 712 Mt. Iron– Buhl
Address: 5720 Marble Avenue Mt. Iron, MN 55768
Phone: 218-735-8271
Web: www.mib.k12.mn.us/
Service Type: Public School

Name: St. Louis County Public Health and Human Services
Address: P.O. Box 248, Carlton, MN 55718
Phone: 218-384-9172
Web: www.stlouiscountymn.gov/GOVERNMENT/DepartmentsAgenciesHealthHumanServices.aspx
Service Type: County Public Health and Human Services

Name: Proctor Schools (ISD 704)
Address: 131 9th Avenue Proctor, MN 55810
Phone: 218-628-4934
Web: www.proctor.k12.mn.us/
Service Type: Public School

Name: Miller-Dwan Rehabilitation Center
Address: 502 E. 2nd Street, Duluth, MN 55805
Phone: 218-786-2850
Web: www.smdcmedicalcenter.org/MedicalSpecialties/RehabilitationCenter/rehabilitationcenter.aspx
Service Type: Health Care Provider

Name: St. Eligius Health Center
Address: 7700 Grand Ave Duluth, MN 55807
Phone: 218-628-2341
Web: www.steligius.org/
Service Type: Health Care Provider

Name: Wesley Residence, Inc.
Address: 5601 Grand Avenue Duluth, MN 55807
Phone: 218-628-2307
Web: Website Not Found
Service Type: Assisted Living/ Customized Living

Name: Gold Cross Ambulance Service
Address: 4505 W. Michigan St. Duluth, MN 55804
Phone: 218-628-9323
Web: Website Not Found
Service Type: Health Care

Name: Benedictine Health Center Adult Day Services
Address: 935 Kenwood Avenue Duluth, MN 55811
Phone: 218-733-2254
Web: www.bhshealth.org/
Service Type: Senior Services Provider

Name: Duluth Public Schools
Address: 215 N 1st Avenue East Duluth, MN 55802
Phone: 218-336-8708
Web: www.duluth.k12.mn.us/
Service Type: Public School

Name: Duluth Transit Authority
Address: 2402 W Michigan St Duluth, MN 55806
Phone: 218-722-7283
Web: www.duluthtransit.com/
Service Type: Public Transit

Name: The Crest at Lakeshore
Address: 4004 London Road Duluth, MN 55804
Phone: 218-625-7100
Web: www.lakeshoreliving.org/
Service Type: Senior Services Provider

Name: UDAC, Inc.
Address: 500 E 10th Street Duluth, MN 55805
Phone: 218-722-5867
Web: www.udac.org/
Service Type: Day Training and Habilitation

Name: St. Ann's Residence
Address: 330 East 3rd Street Duluth, MN 55805
Phone: 218-727-8831
Web: www.stanns.com/
Service Type: Assisted Living/ Non- Profit

Lake County

Name: North Shore Transportation LLC
Address: 824 8th Ave, Two Harbors, MN 55616
Phone: 218-348-5508
Web: northshoretransportationllc.com
Service Type: Private Transportation

Name: Community Partners
Address: 505 First Avenue Two Harbors, MN 55616
Phone: 218-834-8024
Web: www.communitypartnersth.org/
Service Type: Senior Services Provider

Cook County

Name: Cook County Public Health and Human Services

Address: 411 West 2nd Street Grand Marais, MN 55604

Phone: 218-387-3620

Web: www.co.cook.mn.us/index.php/government/departments/public-health-and-human-services

Service Type: County Public Health and Human Services

Name: Cook County Council on Aging

Address: PO Box 67 Grand Marais, MN 55604

Phone: 218-387-2660

Web: Website Not Found

Service Type: Senior Services Provider

Regional Providers for All Seven Counties

Name: Arrowhead Transit– Arrowhead Economic Opportunity Agency (AEOA)

Address: 702 Third Avenue South Virginia, MN 55792

Phone: 218-741-0724

Web: www.arrowheadtransit.com/

Service Type: Public Transportation

Appendix D- June 7, 2011 Public Workshop Participants

Name	Organization
1. Deborah A. Lindamood	Faith in Action-Communities Called to Care
2. Rich Dumancas	St. Louis County Veteran's Services
3. Kimberly Gilbertson	Faith Haven Apartments
4. Lisa Samsa	Shubat Transportation Company
5. Jim Taray	Floodwood Services and Training
6. Laura Vaneps	Essentia Health-Deer River Clinic
7. Jan Parish	Cook County Public Health and Human Services
8. Eileen Foss	Aitkin County Health and Human Services
9. Jack Larson	Arrowhead Transit
10. Catherine Sampson	Arrowhead Area Agency on Aging
11. Barb Caskey	Arrowhead Area Agency on Aging
12. Heidi Jaros	Community Action Duluth
13. Dennis Jensen	Duluth Transit Authority
14. Jim Heilig	Duluth Transit Authority
15. Don Mohawk	MnDOT District 1 Transit
16. Amy Skluzacek	UDAC
17. Jeni Torgerson	Lake County Human Services
18. Vic Kylochko	Healthline Medical Supply and Transportation
19. Beth Leaf	Aitkin County CARE, Inc.
20. Jena Grieser	Benedictine Health Center
21. Ruth Rennie	Begos, Inc.
22. Theresa Mellinger	Duluth Senior Programs
23. Fay Cleaveland	Mn/DOT
24. July Perron	ANGELS LAH/BNP
25. Harry Grinage	Range Respite
26. Bob Grytdahl	City of Duluth Human Rights
27. Dave Hall	Carlton County Human Services
28. Kathy Lingren	Carlton County
29. Brett Andrews	Home Instead Senior Care
30. Mary Ann Kepler	Hibbing Area Transit
31. Robert Herling	Duluth/Superior Metropolitan Interstate Council
32. Liz Sarabia	Arrowhead Regional Development Commission
33. Jon Mason	Arrowhead Regional Development Commission
34. Bryan Anderson	Arrowhead Regional Development Commission

*Others may have attended, but did not sign in.

Appendix E- June 7, 2011 Public Workshop Debrief

Category 1: Coordinate and Consolidate Transportation Services and Resources

#	Votes	Title of Project	Description of Project	Strategy Projects Fulfills
1	40	Call Center/ Request a Ride	(1. One number to call/email/text to arrange transportation to and from medical appointments, employment, and stores. Call service determines which agency to schedule.)	Coordinate dispatch
2	19	Rural Transit Hub	Small non-profit with the use of 5310. Fifteen passenger buses can bring a smaller group of people to a community type center for larger transit providers to take them to their destination.	Coordinate agency schedules
3	18	Coordinate agency schedules	Coordination of schedules and appointments by geographic area	Coordinate agency schedules
4	8	Rural specialized transportation Co-op	A central organization to organize and coordinate providers for specialized transportation to include the umbrella of insurance and funding, billing. This would serve elderly, disabled, and anyone needing extra transportation services in areas with limited services	Coordinate dispatch
5		Ride Contracting	Better utilization of vehicles owned. Benefit other organizations without vehicles to transportation access. This would serve all organizations involved with individuals that are elderly or disabled in the Duluth and surrounding area	Share Resources
6		Medical Appointment Days	Set up certain days and times in the week that hospital, eye clinics, and town clinics have appointments for people so that bus would provide transportation for the group rather than individual volunteer drivers. This project could service seniors and people with disabilities in Aitkin County.	Coordinate agency schedules
7		Multi Community Coordination	Transportation in small communities would be more readily available and affordable. This service would be available for everyone in rural communities	Coordinate dispatch Share Resources



Category 2: Mobility Strategies

#	V o t e s	Title of Project	Description of Project	Strategy Project Fulfills
8	9	Hub and Spoke	Consolidation of services and integrating volunteer drivers- a local bus would bring them locally, another regionally	Contract with common carrier
9	5	Travel Days	Have designated days of travel for outlying areas. This service could be used in Rural Hibbing and specifically a mobile home park	Improve service convenience
10	5	Merge and fund operations of the Silverline Bus and Elder Circle Service	Be able to provide transportation to all people in the Deer River and Remer area and have readily available transportation. This service would serve elderly, disabled, and low income people in Itasca County, Aitkin County, and Cass County	Improve service convenience
11	3	Medical Transit LLC	This project would bring specialized transportation services to elderly or disabled for trips to medical appointments throughout the Arrowhead region.	Improve service convenience
12		Region Wide Transportation Information, Referral, and Booking	Region wide clearing house for individuals that identify resources. This would provide service to all counties and age groups	<ol style="list-style-type: none"> 1. Centralize information 2. Hire a mobility manager
13		Intercity Transportation	Connecting population centers in the Arrowhead Region with intercity transportation. Project would serve all significant communities on major roadways and up to 250,000 rides/year. Public transit, including 5310, would "feed" the communities for the intercity carriers	Contract with common carrier
14		Improve access into busses	Improve access into busses by developing a portable stoop for elderly and people who have physical disabilities in Hibbing or others. Mobility, advertise with flyers or handouts. Getting the residents in the areas to know and work with the transit to use the bus then	Improve access to transit stops
15		Build Shelter	Provide a shelter at bus stops where there is no current shelter from rain, snow, etc.	Improve access to transit stops



Category 2: Mobility Strategies

#	Votes	Title of Project	Description of Project	Strategy Project Fulfills
16		Volunteer escort services	Provided to medically compromised clients by bringing them into medical appointments. Any community could be served	Establish/ enhance volunteer driver programs
17		Volunteer driver training and recruitment	All drivers will be uniformly trained and qualified to provide rides. Service would be available for rural communities	Establish/ enhance assisted transportation programs

Category 3: Communication, Training, and Organizational Support

#	Votes	Title of Project	Description of Project	Strategy Project Fulfills
18	12	Provider resource directory	Provider resource directory	Centralize information
19		Community transportation support liaison	Volunteer who works with elderly, low income, and disabled clients to provide information on different transportation services available, eligibility requirements, geographic location, etc.	Offer customer travel training
20		Mobility Manager in the Twin Ports	This would be a place for one stop calling- mobility manager has the knowledge of all public, private, and non profit providers and the services that they offer. This would serve the general population in the Duluth Superior Metropolitan area	Hire a mobility manager
21		Convene regional coordination body	Convene transportation providers and human service agencies to discuss ongoing coordination needs within region- This was discussed at the Public Workshop and nearly everyone said they would like to meet annually.	Convene regional coordination body

Appendix F- Project Analysis: Effort vs. Impact Exercise Results

At the August 11, 2011 meeting, the Steering Committee cooperatively completed this chart that ranks projects by prioritization. Projects were discussed further and may have been altered or removed.

<p>Major Improvement</p> <p>Easy/Major (A)</p> <ul style="list-style-type: none"> . Mobility Manager in Twin Ports . Convene Regional Coordination Body . Preservation of the Existing System 	<p>Difficult/Major (C)</p> <ul style="list-style-type: none"> . Call Center . Rural Specialized Transportation Co-op . Medical Appointment Days . Multi-Community Coordination . Region Wide Transportation Information, Referral, and Booking . Volunteer Driver Training and Recruitment
<p>Minor Improvement</p> <p>Easy/Minor (B)</p> <ul style="list-style-type: none"> . Coordinate agency schedules . Ride Contracting . Travel Days . Volunteer Escort Services 	<p>Difficult/Minor (D)</p> <ul style="list-style-type: none"> . Merge and Fund operations of the Silverline Bus and Elder Circle Service . Medical Transit LLC . Build Shelter . Rural Transit Hub . Hub and Spoke . Intercity Transportation
<p>IMPACT</p>	
<p>EFFORT</p>	
<p>Easy to Do Difficult to Do</p>	

**ARROWHEAD REGIONAL DEVELOPMENT COMMISSION
LOCAL HUMAN SERVICE TRANSIT COORDINATION PLAN
NOVEMBER 2011**

Prepared for the
Minnesota Department of Transportation

Prepared by the
Arrowhead Regional Development Commission

November 2011

ARDC's Mission

“To serve the people of the Arrowhead Region by providing local units of government and citizens groups a means to work cooperatively in identifying needs, solving problems, and fostering local leadership.

If you have questions regarding ARDC or the Local Human Service Transit Coordination Plan, please contact:

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