

Region Five 2011 Local Human Service Transit Coordination Plan

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Serving the Counties of Cass, Crow Wing, Morrison, Todd and Wadena.

Adopted by:

Region Five's Full Commission Board

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Executive Summary

The Federal Transit Administration guidelines require all human service related transportation providers to submit a locally developed transportation coordination plan in order to be eligible for Section 5310, JARC (Job Access Reverse Commute) New Freedom Grant funding.

A locally developed, coordinated public transit-human services transportation plan 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. 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. This requirement has given transportation providers the opportunity to work together for the common goal of providing transportation to the transit dependent.

Throughout the planning process, four elements were addressed:

1. An assessment of available services identifying current providers (public and private).
2. An assessment of transportation needs for individuals with disabilities, older adults and persons with low incomes, based upon an understanding of needs and gaps in service.
3. Strategies and/or activities and/or projects to address the identified gaps between current services and needs, as well as opportunities to improve efficiencies in service delivery.
4. Prioritization of strategies preferred for implementation were identified.

The steering committee prioritized strategies and projects focusing on three main topics:

1. Coordinate and Consolidate Transportation Services and Resources.
2. Mobility Strategies.
3. Communication, Training, and Organizational Support.

Examples of projects and strategies include:

1. Shared resources.
2. Centralized information.
3. Mobility management.
4. Coordinated dispatch.
5. Education.
6. Establish best practices for volunteer driver program.

Introduction

The goal of transit coordination is to enhance transportation access by minimizing duplication of services and facilitating the most appropriate and cost-effective transportation possible with available resources. The purpose of human services public transit coordination is to improve transportation services for persons with disabilities, older adults, and individuals with low incomes by ensuring that communities maximize use of transportation resources funded through public and private sources.

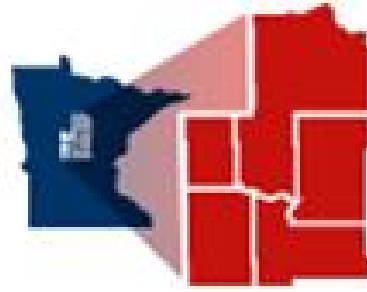
This document is an update of the 2006 Region Five Local Human Services Coordination Plan and will assist stakeholders as they determine ways to coordinate transit services in Region Five. The 2011 Region Five Local Human Service Transit Coordination Plan documents technical analysis that evaluates existing transportation services in Region Five and assesses strengths and weaknesses of transportation service provision among public transit agencies, social service agencies, and other providers. The plan also records public outreach efforts and stakeholders' preferred strategies and projects to improve transportation coordination in Region Five.

A Local Human Services Transit Coordination plan is a federal requirement under the Safe Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). Federal regulations state that projects eligible for funding under the Transportation for Elderly Persons and Persons with Disabilities (Section 5310), Job Access and Reverse Commute (Section 5316), and The New Freedom Initiative (Section 5317) programs must advance strategies identified in a Local Human Service Transit Coordination Plan. This planning process fulfills federal requirements by engaging transportation providers, social services agencies, and members of the public in identifying strategies for regional transportation coordination.

Beyond fulfilling federal requirements, this planning process encouraged representatives of diverse organizations to join together in articulating specific projects that could advance coordination strategies in Region Five. Through public outreach activities, stakeholders brainstormed project ideas and refined these ideas in a collaborative setting. The final project list reflects input of a broad range of regional stakeholders and provides a 5-year blueprint for future coordination efforts in Region Five.

Regional Background

The Region Five Development Commission (R5DC) is comprised of an area that covers five counties in North Central Minnesota. These counties include Cass, Crow Wing, Morrison, Todd and Wadena. Our region is a rural and small town area with a 2010



population of 163,000 in 69,194 households spread over an area of 3,996,051 acres. The five-county area consists of an abundance of business, industry, cultural and natural resources. Tourism is one of the major economic engines of the region and our region is referred to as the Central Lakes Region due to the abundance of lakes.

Geographically our region is unique in that three distinct environments or biomes meet. The western plains and prairies, the northern coniferous forest and eastern hardwood forest all intersect in central Minnesota. To the north encompassing the Walker, Hackensack and Longville area, there are deep pine forests, the majority of which are state and federal land. Lakes, large and small as well as the Mississippi River run through the surrounding terrain. In contrast, the surface waters of Minnesota are public waters. This area and the Brainerd Lakes are the heart of “The Land of 10,000 Lakes” for which Minnesota is known. The area remains a sportsman’s paradise and a prime resort area that provides a plethora of outdoor choices for visitors and residents alike. Extensive trails system, including the Paul Bunyan, Soo Line, and Heartland trail systems are now interconnected to provide mountain bike, ATV and snowmobile riders a unique experience. One hundred years ago, goods were brought up the Gull River to access Gull Lake and there was only a narrow trail to the lake at that time from Brainerd. Now, a four-lane highway provides an arterial connection to and from the Twin Cities metro area.

The south and west boundaries of the region possess rich farmland and rolling hills that define the pastoral landscape. Still an agricultural hub, the area has expanded and acquired a manufacturing and meat packing sector. Innovative wind turbines now dot the Highway 71 corridor in Todd County and further developments in biomass technology raise future expectations for becoming a producer of renewable energy and increased economic development.

The ethnic makeup of Region Five is largely representative of the first settlers who came to the region to harvest timber, work the land and mine iron ore. People of Germanic and Scandinavian heritage by far make up the majority of the region’s residents, some of whom are only second or third generation Americans. A sizable Ojibwa (Native American) population resides in the region. There is an ever increasing Latino population today in Todd County, which first migrated to fill employment opportunities in the meat packing industry, then remained to assimilate into the community and to raise families, attend school and open businesses.

The region has a large number of former military service people who make up a disproportionately large percent of the population. All counties are above the state (10.1%) and national (10.3%) percentages in the rates of civilian veterans located in our region; the range is from 12.0% to 15.4%.

The issues and opportunities faced by businesses, local governments and citizens are commonly shared throughout the region. These include: 1) both population in-growth and out-migration, 2) family farms disappearing, 3) pressure on natural resources, and 4) being an economically distressed area.

Population growth and out-migration. There are 65 communities located within the region, the vast majority of them still under 2000 residents. The population is expected to explode in the next decade as baby boomers retire and move to the lakes area. Some cities in Crow Wing County have already experienced growth in excess of 64%. On the other hand, Todd and Wadena Counties are dealing with substantial out-migration issues, as are many other agriculturally based counties in Minnesota, which have seen population decrease as much as 50% over the past 30 years.

Family farms disappearing. The numbers of family farms are quietly disappearing as larger, consolidated operations are sprouting up, many with absentee owners. The small family farms that remain are experiencing foreclosure notices – a recent trend which is not yet clearly accounted for.

Pressure on natural resources. Conservation is now incorporated into logging, using softer, less intrusive methods than the previous clear-cut method. Interest in biomass energy in Minnesota has increased due to higher energy prices and state-supported incentives to produce renewable energy. An energy law, passed in 2008, mandates that by 2022 the United States produce 21 billion gallons of ethanol from grass cellulose (switch grass) and biomass from wood, animal waste and even garbage. While a variety of wood-fired energy facilities have operated in the state for quite some time, recent expansion of the energy industry has raised concerns about the impact of increased removal of biomass from the state's forests. The installation of a wood gasifier at the Central Minnesota Ethanol Cooperative in Little Falls is an example of new capacity in renewable fuels industry in our region. There are a number of benefits of biomass energy such as providing jobs locally and reducing use of fossil fuels; however, ethanol production requires an enormous amount of water and concerns have been expressed regarding this use and its potentially harmful impacts on the environment. In November 2008 Minnesota completed a Statewide Conservation and Preservation Plan led by the University of Minnesota. The report details the environmental challenges of our region including impaired waters, decreased public access to public waters, and an ecosystem at the intersection of two biomes both of which have been diminished by land use and agriculture.

The region is challenged in terms of few transportation choices and shows the reliance upon passenger car travel. The 2,238,308,115 Vehicle Miles Traveled (VMT) in the region suggests impacts as car travel is the most viable form of current transportation.^{R1}

Economically Distressed Area. Region Five counties are a summer destination for families. The DOT continuous traffic counts show northbound numbers swells from the low of 11,627 cars northbound in January to 18,609 during the month of August.

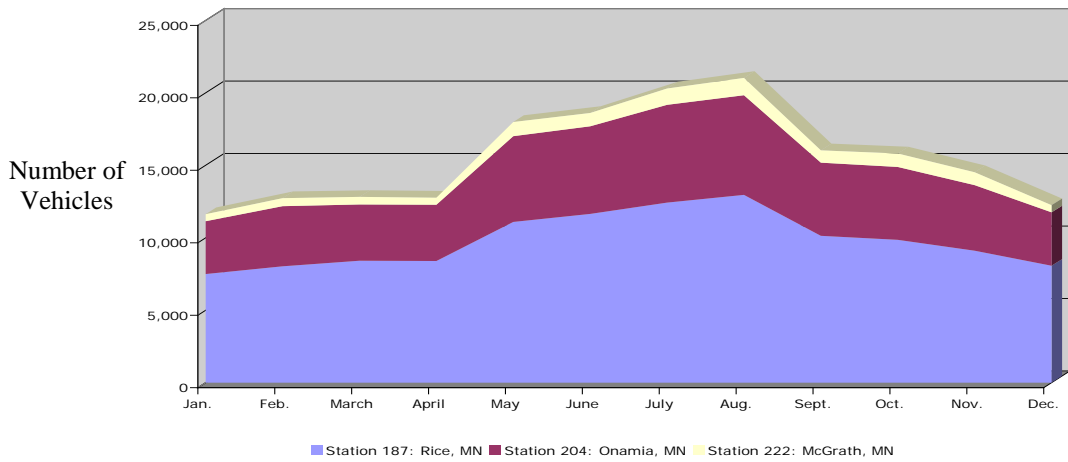
For this reason, area employment is very dependent upon the tourism industry. This means, however, that there is an ebb-and-flow in employment as shown in the unemployment rates trends since January 2001 for the major employment center – the region’s Micropolitan – Brainerd, MN. The June 2010 unemployment rate of 8.0% is below the 9.6% US figures, but this is a seasonal effect that result in a higher unemployment rate following the tourist season (as seen by the 10-year trend data ^{R2}).

Transportation and Demographics

To better understand the relationship between regional demographics, transit options, and key destinations, a series of maps was created depicting these elements in this region. These are included in Appendix B.

Region Five counties are a summer destination for families. The DOT continuous traffic counts show northbound numbers swells from the low of 11,627 cars northbound in January to 18,609 during the month of August.

DOT: Northbound Traffic into Region 5
Range: (11,627 to 18,609)



Key Destinations

Key destinations for the residents in the region include the major service areas of Brainerd/Baxter, Little Falls, Wadena and Long Prairie. These areas are important for medical appointments, libraries, shopping and conducting a variety of other business.

Transportation by County

Cass County

The Cass County dial-a-ride program is available to people over 60 years of age who have no other transportation options. Drivers volunteer their time and are paid the federal

mileage rate. Trips to the local doctor, hospital, shopping, banking, social services etc. can be scheduled for a nominal fee. Cass County operates the dial-a-ride public Pine River “Ride with Us Bus” up to 3 miles outside the city limits.

Crow Wing County

The City of Brainerd and Crow Wing County have joined forces to provide public transportation opportunities in Crow Wing County. Within the city of Brainerd a dial-a-ride service is available for individual and groups needs. Dial a Ride is a customized service based on individual needs. An individual wishing to use Dial a Ride needs to call our County Dispatch office by 1 pm of the day prior to the desired trip.

Morrison County

Morrison County has a public transit dial-a-ride service, MorrTrans, available within a ten mile radius of the Little Falls Government Center for a nominal fee. In addition to MorrTrans, Tri-CAP provides operating in Rural Benton, Morrison and Stearns Counties five days per week. The bus service is available to the general public with no age or income requirements.

Todd County

Rainbow Rider is a public transit system serving the West Central Minnesota counties of Douglas, Grant, Pope, Stevens, Todd, and Traverse. Of the six counties Todd County is the only county located in Region Five. Rainbow Rider provides a handicapped accessible buses as well as a Volunteer Driver Program.

Wadena County

Friendly Rider Transit operates throughout Wadena County and provides services to the general population, the elderly and disabled. In addition to Wadena County, services extend into the City of Staples and Todd County. This public transportation works in conjunction with the Wadena County Volunteer Driver Program.

5310 Program

This is a capital assistance grant program providing 80 percent funding for the purchase of wheelchair-accessible vans and buses for private non-profit organizations to serve elderly and/or disabled people, public bodies that coordinate services for the elderly and disabled, or any public body that certifies to the State that non-profits in the area are not readily available to carry out the services. Provider:

1. Bay Lakes Area Lions Club (Crow Wing County)
2. Employment Enterprises, Inc. (Morrison County)
3. Greenwood Connections (Wadena County)
4. Lakewood Health System (Todd County)
5. Wadena County DAC (Wadena County)

Other Transportation

The Disabled American Veterans Transportation Network provides transportation within a 50 mile radius of St. Cloud, MN, a request for services must be given 72 hours prior to the pick-up.

People's Express is a private service available for both local and long-distance trips in Minnesota and surrounding states for medical appointments, therapy or treatments.

Amtrak's Empire Builder Train also makes stops along the Staples Subdivision. The Empire Builder Train route provides transportation east to Chicago and west towards Seattle with stops along the way.

The Jefferson Bus Line stops regularly in Wadena and Staples for inner city bus travel outside the region.

Horizon Health Faith in Action provides volunteer transportation assistance to homebound residents who may be isolated and living with chronic health conditions or disabilities.

Population Density Map Appendix B:

As expected, the Population Density map shows the population is concentrated in the few major cities within the region. Many of the rural areas in the region have relatively few people; in many instances the townships within these counties have fewer than 100 people in a their thirty-six square mile jurisdiction. Public transportation has developed and radiates out from the major hubs of Brainerd/Baxter, Little Falls, Long Prairie and Wadena. Walker with a population of 1,178 in 2009 and the largest city in Cass County shows no regular transit route activity emanating from the city. The Persons Per Square Mile key to the map shows the overall population at 4.8-75.6 for the entire county. All of the other counties show an increased population density around the county seat.

Households in Poverty Map Appendix B:

The poverty rate is determined based on the percentage of people living below the poverty level. Each year the U.S. Office of Management and Budget establishes a series of poverty thresholds for different family sizes and ages of heads of household. Many households in poverty are located on the Cuyuna Range (Deerwood/Crosby-Ironton) and in the larger cities of Little Falls, Long Prairie, Wadena and Brainerd/Baxter.

According to a 2009 report from DEED, the weekly average state wage was \$882 compared to Todd County residents whose average weekly wages were \$529 one of the lowest incomes in the state. The Households in Poverty map shows the northern part of Todd County is in poverty; this area is not a populous section of the county as noted on the Population Density map.

Surprisingly, quite a large area just east of Pequot Lakes has been identified as being in poverty. The famed Breezy Point Resort is located there. Numerous lakeshore lots and homes worth millions of dollars can be found around the lakes in this region.

Cass County in 1989 had an overall poverty rate of 21.8%; in 2007 it had fallen to 13%. The map provided shows overall a low rate of poverty. The northern part of the county contains a portion of the Leech Lake Indian Reservation, notorious for poverty. Combine this with the low population density in the area and the map may not show the true story.

Density of Minority Populations in 2000 Map Appendix B:

While the Census shows little to no increase in minority populations throughout the county, more recent estimates from the State Demographer indicate that the Hispanic population has grown exponentially.

Long Prairie has the largest population of Hispanics in the region. The 2000 U.S. Census estimated there were 463 Latinos residing in the county. By 2007 the estimate had grown to 959. The Long Prairie grade school has a substantial percentage of Hispanic children and half of the 2010 kindergarten class is Hispanic. Many of the minority residents came to work in the meat packing sector. Todd County has seen an out-migration trend in recent years as the young people graduate from high school, leave town to pursue an education and find employment elsewhere. Because the figures have just recently increased, the Todd County statistics may not be reflected on the Density of Minority Populations in 2000 map.

Native American numbers are high in Cass County due to the Leech Lake Reservation in the northern part of the county.

Density of Limited English Proficiency (LEP) Populations in 2000 Map Appendix B:

The Density of Limited English Proficiency map shows no significant areas of the region where English is spoken less than well. However, with the large and increasing Hispanic population in Todd County the possibility of English spoken less than well is greater compared to the rest of the region.

Density of Persons Age 65 and Older Map Appendix B:

According to the State Demographers Office, the net in-migration trend in the region is expected to continue to increase significantly as baby-boomers retire. The illustration below represents how the population and the percentage of the population over 65 years old is projected to change.

	2010 U.S. Censes		State Demographer's Projections	
	2010 Population	2010 % Over 65	2025 Population	2025 % Over 65
Cass	28,567	21.1%	35,810	25.9%
Crow Wing	62,500	18.5%	77,520	24.6%
Morrison	33,198	16%	38,630	22.2%
Todd	24,895	17.4%	26,620	23.2%
Wadena	13,843	21.1%	15,210	30.3%
Minnesota	5,188,581	12.9%	6,135,060	18.4%

Density of Zero Vehicle Households Map Appendix B:

The map provided shows four communities in the region with a higher than average number of households without vehicles, Brainerd/Baxter, Little Falls, Long Prairie and Wadena. In all cases, these are communities with existing transit companies and substantial concentrations of elderly residents with lower incomes.

A sizeable Amish population resides in the area from Staples to Long Prairie to Wadena. This segment of the population continues to use a horse and buggy for transportation into town and may contribute to a higher number of households without a vehicle.

Plan Process

The goal of the 2011 Region Five Local Human Service Transit Coordination Plan is to identify coordination strategies that will improve transportation services' ability to serve the unique needs of the elderly, persons with disabilities, and persons with low incomes. This planning process combines a needs assessment with public outreach tools to identify strategies for improved human services transit coordination in Region Five.

Needs Assessment

The needs assessment establishes baseline conditions in Region Five by analyzing demographic trends and identifying available resources for human services transportation. Key elements of the needs assessment include:

- Identifying and analyzing regional demographic and transportation trends
- Mapping transit-dependent demographic groups, existing transit services, and key regional destinations
- Developing an inventory of public, private, and non-profit transportation provider capabilities and resources

Public Outreach

Public outreach activities informed the strategies and projects identified in this plan. Public outreach occurred during two steering committee meetings held on April 14th, 2011 and June 23rd, 2011 and a public workshop held on May 19th, 2011.

The plan steering committee closely guided plan decision-making. Steering committee duties included:

- Evaluating strategies and assessing outcomes of projects identified in the 2006 Public Transportation Human Services Coordination Plan.
- Developing project ideas and identifying priority strategies as part of the public workshop
- Prioritizing project ideas identified at the public workshop for inclusion in the final plan

The steering committee was made up of representatives from public transit agencies, county human service agencies, area agency on aging representatives, and others.

Members included:

Steering Committee Membership	
Name	Organization
Jake Huebsch	Region Five Development Commission
Kim Minton	Health, Human and Veterans Services Cass County
Paul Buckovich	Social Services Supervisor Morrison County
Corinne Bjork	Morrison County Social Services
Sue Hilgart	Brainerd Work Force Center
Harold Jennissen	Rainbow Rider Transit Director
Sue Siemers	MnDOT District 3 Transit Project Manager
Jon Knopik	Central Minnesota Council on Aging
Sylvia Silvers	Wadena County DAC
Tom Jay	Brainerd/Crow Wing Public Transit
George Behl	Friendly Rider Transit
Jon Willgohs	Lakewood Health System
Linda Elfstrand	TRI-CAP
Shannon Tietz	TRI-CAP
Jon Willgohs	Lakewood Health Systems
Val Kuschel	City of Pine River- Ride With Us Bus
Chris Etzler	Friendly Rider

Strategy Identification and Plan Adoption

In addition to the steering committee, Region Five RDC hosted a public workshop on May, 19th 2011 to incorporate input from all interested stakeholders. A total of 19 people attended, listed in Appendix A. At the workshop, stakeholders identified strengths and weaknesses of transit coordination in the region. Building from these, stakeholders then identified priority strategies for transit coordination and brainstormed project ideas that could address these strategies. Using input gathered at this workshop, the steering committee prioritized the projects and strategies included in the final plan. A draft plan was distributed to stakeholders for public comment between September 1 – September 31, 2011, prior to a public c December 2, 2011. This plan was adopted by the Region Five Development Commission Full Board on December 15, 2011.

Needs Assessment

Transportation Provider Inventory Findings

Throughout March and April 2011, Region Five developed an inventory meant to capture service information for all public, private, school district, human service, and non-profit transportation providers in the region. The inventory includes information such as fleet size, vehicle capacity, passenger eligibility requirements, and service cost; this information provides a source of comparison across agencies and a means to identify service gaps. To complete the inventory, Region Five sent an on-line questionnaire to approximately 100 of the region's transportation providers in spring 2011. 25 responses were returned. Statewide over 500 responses were received. A full record of responses is included in Appendix C.

Cass - Cass County currently is the only county within the Region Five area which does not have a public transportation system operating throughout county boundaries. Cass County does depend on volunteer drivers throughout the county to help those that need transportation. Some organizations service small sections of Cass County, but this amount of area serviced by public transit only covers a very small portion of the county. Currently, one 5311 provider (Pine River Ride with Us Bus) and 5310 provider (Lakewood Health Systems) operate within Cass County. Though these systems are apparent, there is no countywide 5311 or any other system open to the general public that has been identified for this county. Major barriers for Cass County include the large geographical area and low population density.

Crow Wing - Crow Wing County currently has one of the most extensive public transportation services available throughout the Region Five area. The main service area within this county is for the Brainerd/Baxter area. The 5311 provider is Brainerd / Crow Wing Transit Public Transit and 5310 provider is the Bay Lake Area Lions Club.

Morrison - Morrison County currently has the largest 5311 provider when including areas that fall outside of the region) and one 5310 provider within the Region Five area.

The 5311 provider is MORRTRANS / TRI-CAP and the 5310 provider within Morrison County is Employment Enterprises.

Todd - Rainbow Rider is a 5311 public transit provider that serves the West Central Minnesota counties. In addition to Todd County, Rainbow Rider also serves Douglas, Grant, Pope, Stevens, and Traverse with handicapped accessible buses as well as a Volunteer Driver Program. Todd County also has one 5310 provider that does cover parts of Todd County which is Lakewood Health Systems.

Wadena - Wadena County has a very extensive transportation network from both its 5311 and 5310 providers. Rainbow Rider is the 5311 provider and Greenwood Connections, Lakewood Health Systems and Wadena County DAC, Inc. are the 5310 providers.

Outcomes since the 2006 Region Five Local Human Services Coordination Plan

Another component of the needs assessment is an analysis of the 2006 Region Five Local Human Services Coordination Plan. The 2006 Region Five Local Human Services Coordination Plan was the first local human services transit coordination plan to be conducted in this region, and includes a list of strategies and projects for improving transit coordination. The 2011 steering committee reviewed these strategies and projects while reviewing the regional progress on transit coordination since 2006. The group also identified causes for success and barriers to action regarding project implementation. The complete list of 2006 strategies and projects and an assessment of their outcome is presented below.

Goal 1: Making things happen by working together

- Overall Transportation needs are minimally met (Some Action Taken)
 - ✓ Get public transportation within Cass and Todd Counties
 - ✓ Morrison county Northern section (Cushing & Motley) is currently not covered by any provider

Comments:

Todd County received funding due to 2006 Coordination Plan and Rainbow Rider and Friendly Rider now cover parts of Todd County. The City of Pine River in Cass County does have a dial a ride program that primarily serves the City, however Cass County still doesn't have public transit. Transportation barriers for Cass County include: rural communities, low population and geographical issues.

Would like to see one organization play a role of regional facilitator or dispatcher (No Action Taken)

- ✓ Dispatch (specific area Crow Wing & Wadena Counties)
- ✓ MnDOT role
- ✓ Notebook or flyer for Transportation in Region Five with all Public Transportation providers listed

Comments:

Having a regional single point of contact or resource line was discussed in 2006 plan, but no action was taken or followed up on. With limited dollars and resources having a single point of contact is a barrier.

Communicate with Legislation about public transportation issues (insurance laws, funding, etc...) (Some Action Taken)

- ✓ Political speaker or politician
- ✓ Educate congress / legislators, statewide, possibly through RDC's
- ✓ Communicate with legislators

Comments:

It was a general consensus that Legislators and other elected officials are informed and educated about transportation issues, but it's not a hot topic or button. One of the barriers discussed was surrounding insurance laws. Insurance lobbyists have a large influence on lawmakers and insurance systems do not want to change their coverage. Many service providers do not promote services to both legislators and the public. Many transportation agencies lobby to change insurance laws to enable the transportation of clients outside geographical boundaries or coverage areas.

Goal 2: Taking stock of community needs and moving forward

- Data sharing needs to take place more often. (Some Action Taken)
 - ✓ If a transportation provider receives money from the state, make it mandatory for them to provide a yearly inventory along with hours of availability
 - ✓ Mobility manager/dispatcher
 - ✓ Refer people to cooperating providers in the region if the one contacted is unable to assist the customer with their current transportation needs at the time

Comments:

Morrison County and TRI-CAP have a mobility manager. The mobility manager position has to apply for every year and the funding for the position is never guaranteed. Currently MnDOT is working on commuter study in the 12 county area (potential transportation to work programs)

- Volunteer Drivers (reluctance due to insurance and reimbursement) (No Action Taken)
 - ✓ Find a way for incentives to be offered to volunteers (similar to EMSRB retirement for volunteer EMTs)
 - ✓ Some sort of retirement benefit
 - ✓ The possibility of a tax break or credit for volunteers

Comments:

Volunteer drivers are not looking for retirements benefits, but are looking to get reimbursed for gas money and to provide a good deed. The volunteer drive program is

cumbersome in its process. The volunteer driver program could be streamlined to minimize the completion of detailed forms and handling numerous phone calls.

Reporting by funded systems (annual & mandating) (Action Taken)

Comments:

The current system requires significant reporting.

Goal 3: Putting Customers first

- Increase public awareness (No Action Taken Overall Some Action Taken Individually)
 - ✓ Notebook or flyer for the general public listing transportation available
 - ✓ Single source of information - dispatcher
 - ✓ Support grant

Comments:

Each system or group promotes and its own thing, but no single resource, or group to run with an idea. Without a computer or internet access informing some segments of the population is difficult.

- More outreach by using school newsletters, church bulletins, local papers, etc. (No Action Taken Overall Some Action Taken Individually)
 - ✓ Single source phone number
 - ✓ Coupons
 - ✓ Punch cards system

Comments:

No action was taken overall, but some action taken on an individual basis. Crossing city or county lines and financial constraints were barriers that were discussed.

- Single source of information
 - ✓ Regional Dispatcher
 - ✓ Booklet with annual updates of Public Transportation Providers

Comments:

There is not enough staff time or follow up from MnDOT to implement new ideas or processes.

Goal 4: Adapting funding for greater mobility

- Easy payment method (automatic system for all methods of transportation) (No Action Taken)
 - ✓ Swipe card similar to the system used in St. Cloud
 - ✓ Regulate public transportation – taxi vs. bus
 - ✓ Punch cards

- Data tracking from providers is difficult from private & human services (what does it really cost?) (Some Action Taken)
 - ✓ Data sharing with DHS, Counties and other organizations affiliated with transportation to help provide a different outlook.
 - ✓ If a provider receives state money, it should be mandatory for them to report volumes/inventory etc...

Comments:

The group discussed that work has been done in the way of workshops and communication. However, from a human service stand point, paperwork, reporting, privacy issues, HIPPA and lack of staff time are the major barriers.

Goal 5: Moving people efficiently

- Smaller Region/Area (No Action Taken)
 - ✓ Focus areas for the region (Brainerd, Little Falls, & Wadena)

Comments:

Since 2006 Staples and Crosby have expanded their Hospitals and they need to be included as focus areas. Wadena, Little Falls and Brainerd have good transportation systems, but there is no connectivity. One barrier discussed was the lack of cross communication between counties.

- Insurance Concerns
 - ✓ Point out these concerns to politicians (Some Action Taken)

Comments:

Many Insurance concerns have been discussed on the state level, but no action has been taken.

- Mobility management on the regional level (Some Action Taken)
 - ✓ Regional Facilitator
 - ✓ Authority of regional transportation
 - ✓ Dispatcher to assist with regulations of money spent by managing for public transportation

Comments:

There is mobility management in some parts of Region, but not through the entire region. The idea situation would be to have a direct number of contact person, but the lack of leadership and financials is major barrier.

Summary of Existing Conditions and Needs

The final component of this needs assessment is a stakeholder-generated list of strengths and weaknesses of existing transit coordination efforts. At the public workshop, participants identified strengths and weaknesses of existing coordination efforts in Region Five. Combined with the plan’s technical findings, these strengths and weaknesses form the basis for identifying strategies to address transportation coordination in this region.

After individual brainstorming at the public workshop three groups were made and each decided on top responses for strengths and weaknesses. The results are listed below.

Strengths	Weaknesses
The providers that are available are excellent- supportive, cooperative, open to ideas	Lack of hours-especially during hours needed (due to funding)
Supportive communities	No agency being the leader in collaboration
Volunteer options	Large gap in service areas-not connected
Courteous drivers	Intercity transport
Regional centers offer multiple options	Funding
Experience, knowledge, and support from Transportation Coordinators	Not maximizing available resources- ex. Empty buses sitting around
Strong growth of programs	Minimal transport outside of hubs
Good cooperative attitude	Low pop., long distances, limited hours- makes it hard
Knowledgeable providers	Regulations effect-artificial boundaries. (ex. Can’t use a bus even though it drives right by everyday because it would be crossing it’s “lines”)
Good transportation providers (public & private)-but only in central areas mostly	Large part of population falls through “cracks”-can’t use because they make too much or too little
	People don’t know about it or how to use it- awareness

Strategy and Project Identification

The priority strategies and projects identified in this plan were initially identified by stakeholders at the public workshop and further refined by the steering committee. At the public workshop, stakeholders reviewed strategies for transit coordination, identified which strategies should be prioritized for this region, and brainstormed project ideas for implementation of these strategies. Taking the entire list of ideas generated, public workshop participants voted on high-priority strategies and projects to be highlighted in the final plan. Later, steering committee members considered this input while prioritizing strategies and projects for inclusion in the list presented below. A complete list of project ideas considered during the planning process is presented in Appendix D.

To categorize project ideas, steering committee members created an “Effort vs. Impact” chart to compare these project ideas. This created a relative sense of how much effort (low to high) each project idea would take as well as how much impact (minor to major) each project could have in its region. This chart can be found in Appendix E. The strategies and projects listed below represent those ideas the steering committee prioritized as having the most potential to improve transit coordination in Region Five.

Prioritized Strategies

Coordinate and Consolidate Transportation Resources	Mobility	Communication, Training, and Organizational Support
Coordinate Volunteer Driver Training	Establish/Enhance Volunteer Driver Programs	Centralize Information
Coordinate Agency Schedules	Improve Service Convenience	Convene Regional Coordination Body
Share Resources	Establish/Enhance Assisted Transportation Programs	Educate Public of Transportation Options
Coordinate Dispatch		Educate Regional Professionals of Transportation Options
		Maintain Current Funding Sources and Programs

Other Strategies

See Appendix D

Prioritized Project List

Easy to do/Major Improvement

1. Overview of Project: Convene Regional Transportation Body
Convene bi-annual meetings for providers, legislators, human service agencies (and others) to discuss problems/issues, needs, develop projects and marketing, and work together to find how to best serve the region.

Clients served by Project:

All transit riders

Communities Served:

All of Region Five

Type of Agency Responsible:

Public Transit, & Human Services agents

Strategy Addressed:

Convene Regional Coordination Body

2. Overview of Project: Educate Public of Transportation Options
Develop marketing/education materials to outline transportation available to users and try increase ridership. Incorporate the use of a Travel Trainer to train riders how to use multi-modes of transportation.

Clients served by Project:

This would be aimed at creating new riders, but would also help current riders become more educated about their options.

Communities Served:

All of Region Five

Type of Agency Responsible:

MnDOT, Counties, Transit Providers

Strategy Addressed:

Educate Public of Transportation Options

3. Overview of Project: General Education

Educate regional officials and human service professionals of the whole spectrum of transportation and the needs in our region. Help them understand there is a difference of needs in Rural areas than metro.

Clients served by Project:

Elected officials, administrators,

Communities Served:

All of Region Five

Type of Agency Responsible:

MnDOT, Counties, Transit Providers.

Strategy Addressed:

Educate Regional Professionals of Transportation Options

Easy to do/Minor Improvement

1. Overview of Project: Enhanced Transportation Assistance (Ambulatory cases)

Train volunteers to provide additional assistance when needed for riders who need extra care/help.

Clients served by Project:

Elderly and disabled

Communities Served:

All Counties within Region Five

Type of Agency Responsible:

Social Service Agencies, public transit agencies, disability advocate,

Strategy Addressed:

Establish/Enhance Assisted Transportation Programs

Difficult to do/Major Improvement

1. Overview of Project: Intercity/Regional Bus Service

Have regular daily commuter routes comprised of multimode resources- buses, volunteer drivers, rideshare, and private vendors. Base hours of service on the hours offered to workers.

Clients served by Project:

Would serve the needs of commuters

Communities Served:

All of Region Five

Type of Agency Responsible:

MnDOT, public transit agencies, businesses

Strategy Addressed:

Coordinate Agency Schedules

2. Overview of Project: Share Resources

Reduce cost and increase productivity by sharing vehicles when not in use for other agency. Vehicles from one agency could assist another in times of need (breakdown, peak travel, etc.). Would serve all transit riders wherever this could feasibly be done. Could be just be done occasionally or could be full time vehicle share depending on route times of each provider.

Clients served by Project:

Providers would benefit by reducing cost and riders would benefit by more availability in rides.

Communities Served:

All of Region Five

Type of Agency Responsible:

5311/5310 providers MnDOT, Counties

Strategy Addressed:

Share Resources

3. Overview of Project: Improve Service Convenience

Improve/expand hours of operation/routes to allow individuals to get to work, after hours medical appointments, and other needs they have at various times. Provide transportation between trade centers. Incorporate a centralized dispatch for convenience for scheduling.

Clients served by Project:

Specifically helps those who need a way to work and people that have appointments outside of normal hours without a way to get there.

Communities Served:

All of Region Five

Type of Agency Responsible:

Businesses, public transit providers

Strategy Addressed:

Improve Service Convenience

4. Overview of Project: Region Five Regional Resource Center

Create one call resource center/website to help users set up rides with various providers. Hire a mobility manager to assist them with setting up transportation based on their needs.

Clients served by Project:

All riders

Communities Served:

All of Region Five

Type of Agency Responsible:

Region Five, Counties, MnDOT

Strategy Addressed:

Centralize Information

5. Overview of Project: Preservation and expansion of existing funding and services.

Clients served by Project:

All communities and agencies receiving federal or state funding for capital or operating

Communities Served:

All communities receiving state or federal funds.

Type of Agency Responsible:

Elected Officials

Strategy Addressed:

Maintain Current Funding Sources and Programs

Difficult to do/Minor Improvement

1. Overview of Project: Establish Best Practices for Volunteer Driver Program

Make coordination easier- have standard training for all volunteers, have similar procedures for ride requests, professional manner- makes it easier for the riders and allows volunteer drivers to drive for more than one program.

Clients served by Project:

Serves all riders and drivers in the volunteer program

Communities Served:

All of Region

Type of Agency Responsible:

Public transit, social service groups

Strategy Addressed: Coordinate Volunteer Driver Training

2. Overview of Project: Coordinate Dispatch

Make centralized call center. Could use joint scheduling software to help schedule patients easily by knowing what providers would be available with one call. Would allow providers to refer patients to an open provider easily.

Clients served by Project:

All riders

Communities Served:

Could be all of Region, but might be easier to implement in geographically close areas, so maybe by counties instead.

Type of Agency Responsible:

Social Service Groups, Transit Providers.

Strategy Addressed: Coordinate Dispatch

3. Overview of Project: Establish/Enhance Volunteer Driver Program

Recruit, train, and maintain additional volunteer drivers to deliver services throughout the region.

Clients served by Project:

Would serve all riders by increasing drivers.

Communities Served:

All of Region

Type of Agency Responsible:

All agencies that use volunteer drivers.

Strategy Addressed:

Establish/Enhance Volunteer Driver Programs

4. Overview of Project: Enhanced Transportation Assistance (Non-ambulatory cases)

Train volunteers to provide additional assistance when needed for riders who need extra care/help.

Clients served by Project:

Focus would be on elderly and disabled

Communities Served:

All

Type of Agency Responsible:

Transit Providers, Human service agencies

Strategy Addressed: Establish/Enhance Assisted Transportation Programs

Adoption and Approval of Plan

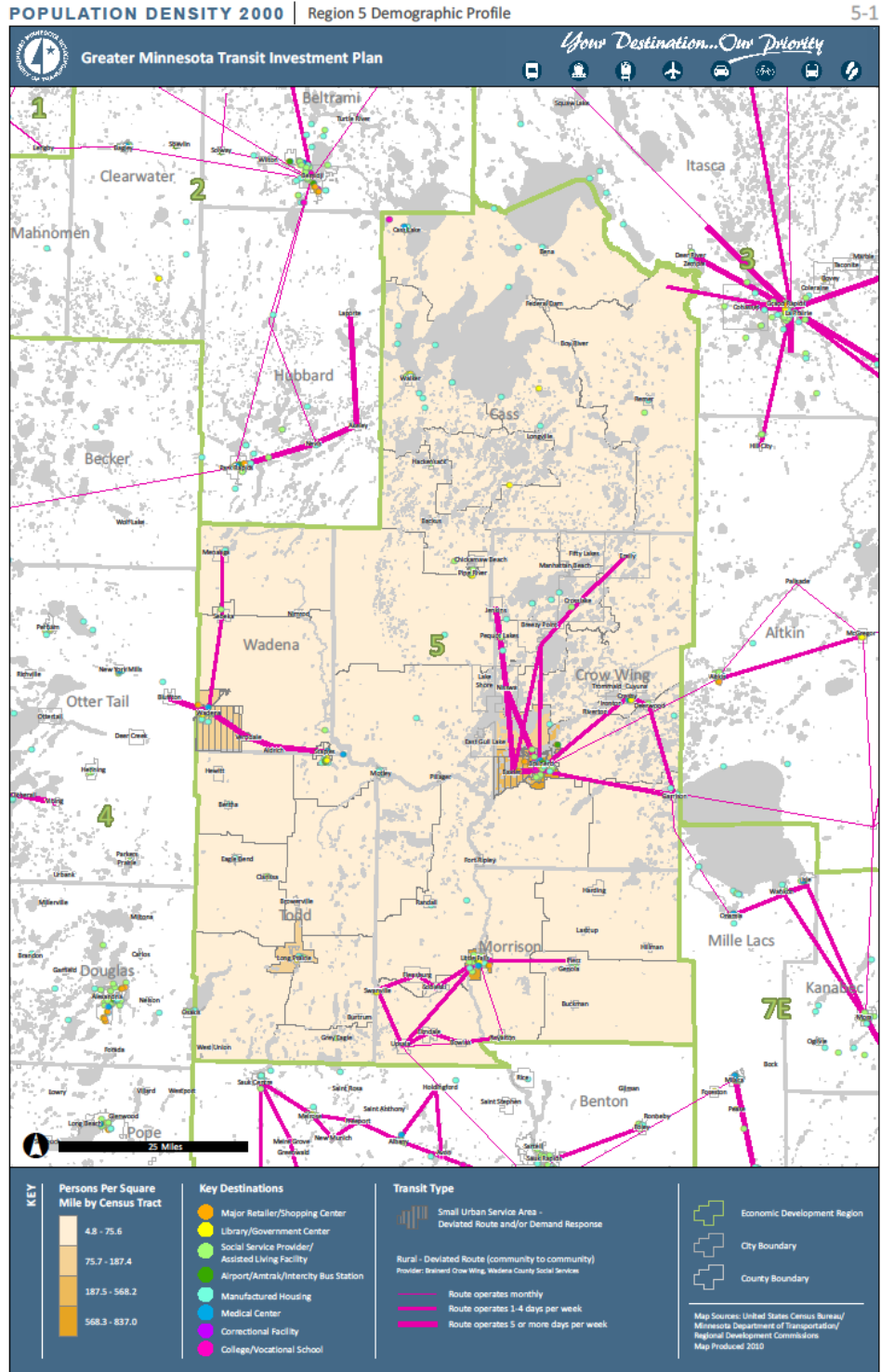
The draft version of Region Five's 2011 Local Human Service Transit Coordination Plan was sent to MNDOT for review in September of 2011. In October of 2011, Region Five staff reviewed MNDOT's comments and sent back an updated draft version to MNDOT staff for a final review. In addition to MNDOT's review, Region Five Staff uploaded the draft version of the Local Human Service Transit Coordination Plan on web-site for public comment. The Comment period closed on December 2, 2011. Region Five's full Commission approved the 2011 Local Human Service Transit Coordination Plan on December 15, 2011.

Appendix A- Public Workshop Participants

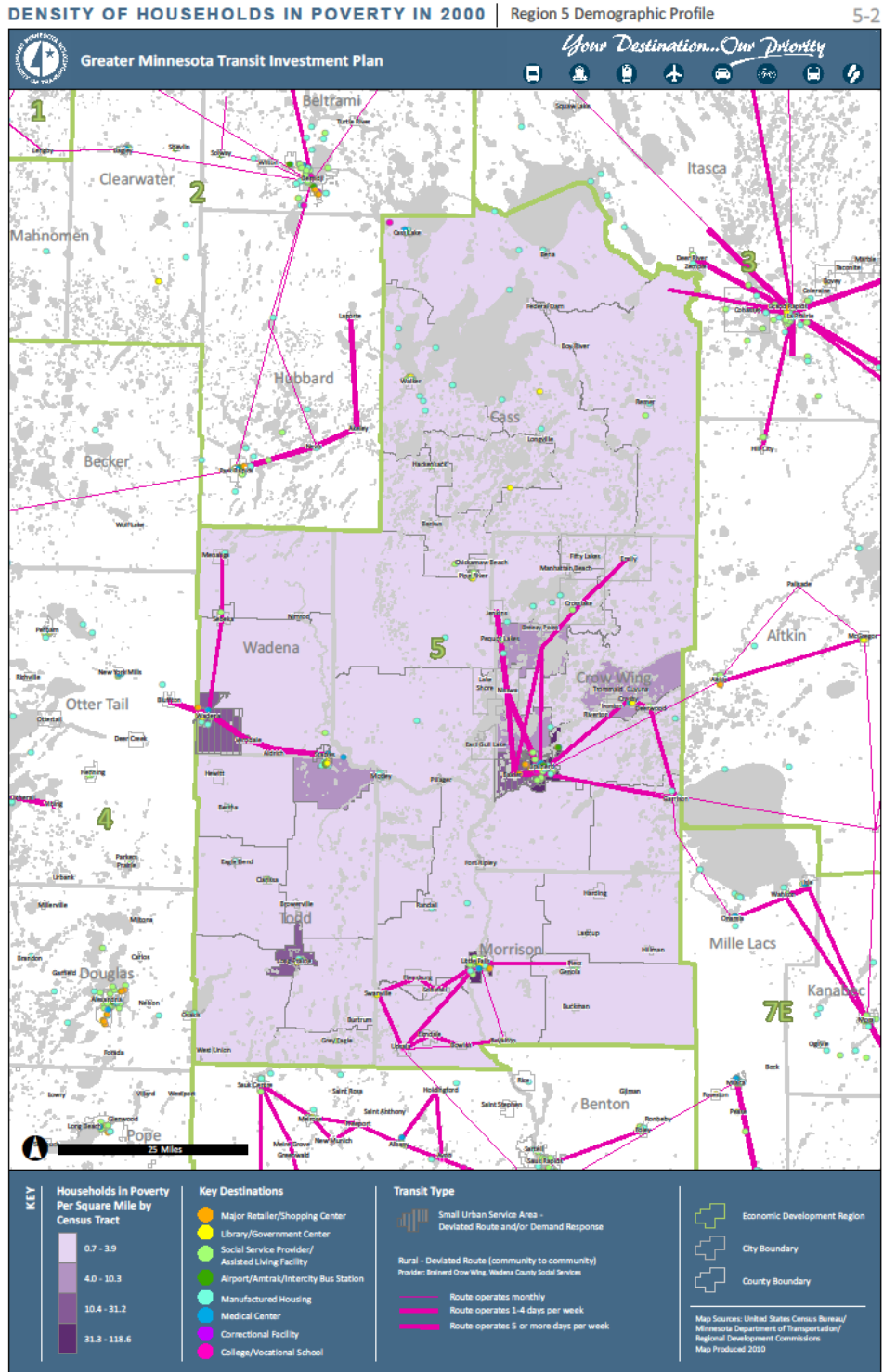
May 19, 2011 Workshop Participants

Name	Organization
Jake Huebsch	Region Five
Maria Funk	Region Five
Tom Jay	City of Brainerd
Jan Roers	Peoples Express
Linda Elfstrand	TRI-CAP
Tim McCarthy	LAIC
Betty Heinz	St. Otto's Care Center
Corinne Bjork	Morrison County Social Services
Jon Willgohs	Lakewood Health System
Harold Jennissen	Rainbow Rider
Shannon Tietz	TRI-CAP/TRC
George Behl	Friendly Rider
John Johnston	Todd County DAC
Jon Knopik	Central Minnesota Council on Aging
Byron Quinn	Employment Enterprises
Darla Hoemberg	Rural MN CEP/Wadena WFC
Sue Hilgart	RMCEP.Brainerd
Dale Parks	Crow Wing County Comms
Roy Hamilton	City of Pine River-Ride With Us Bus

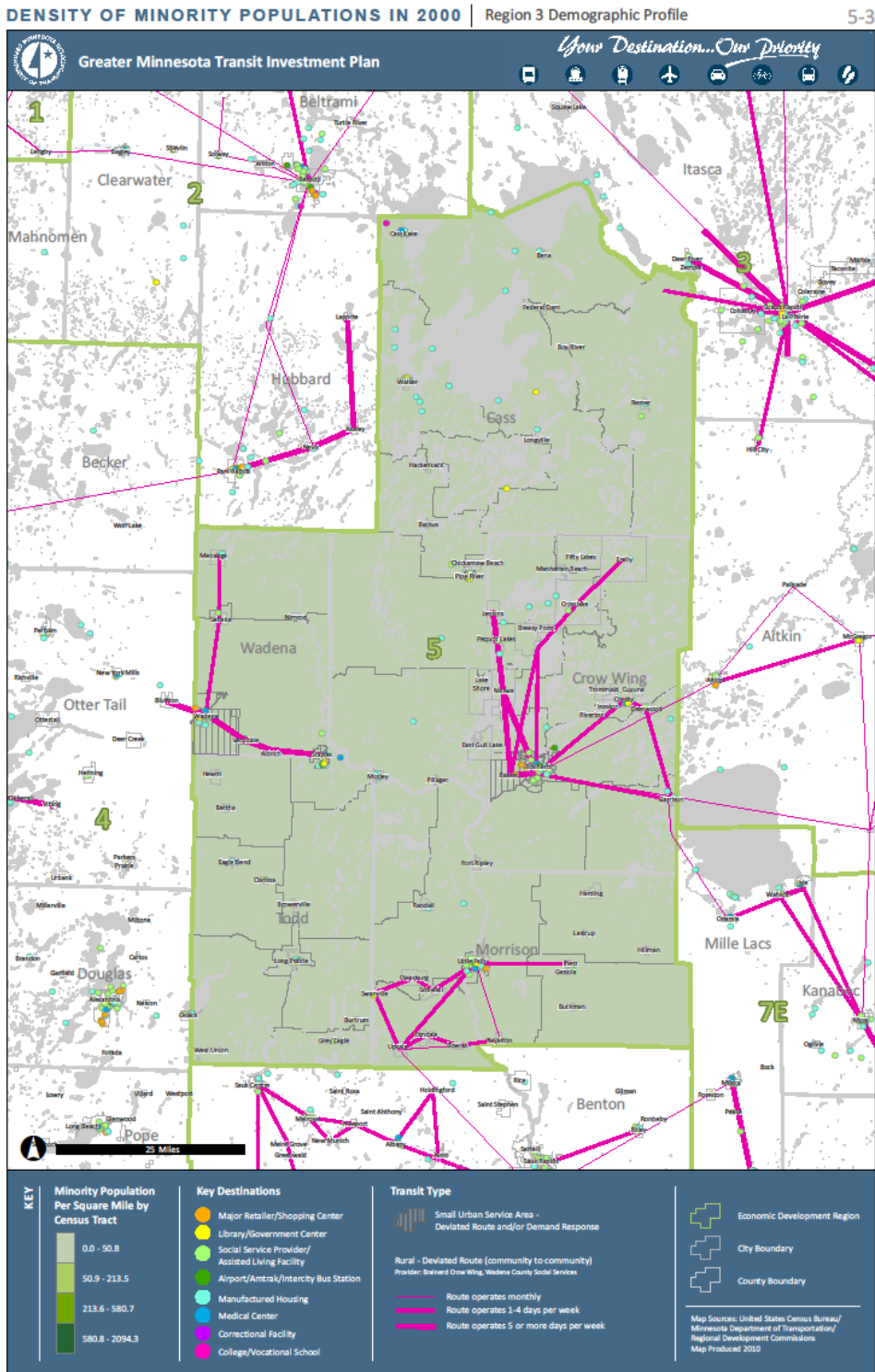
Appendix B- Transit Services, Transit-Dependent Populations, and Key Destinations in Region Five



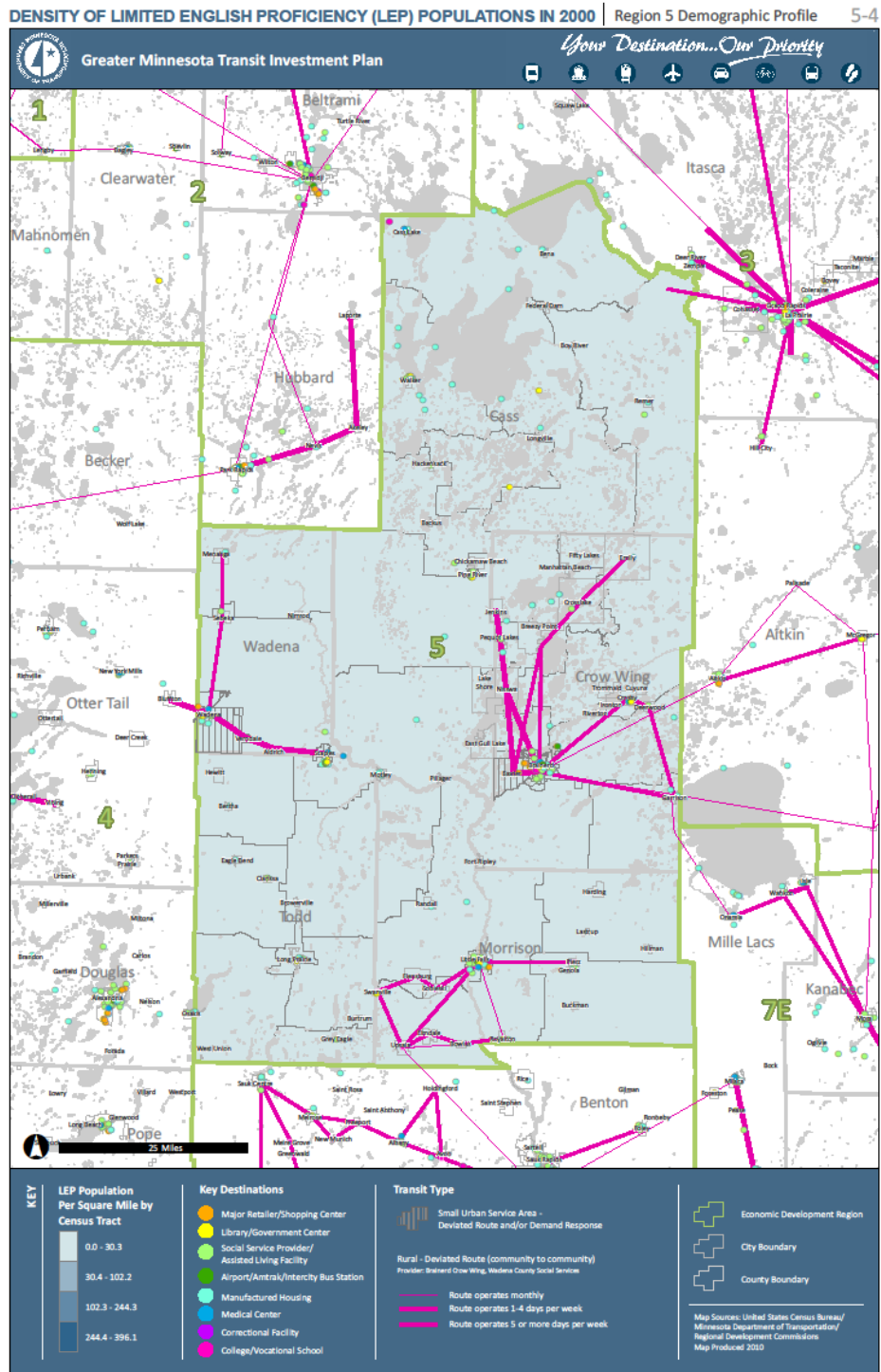
Appendix B- Transit Services, Transit-Dependent Populations, and Key Destinations in Region Five



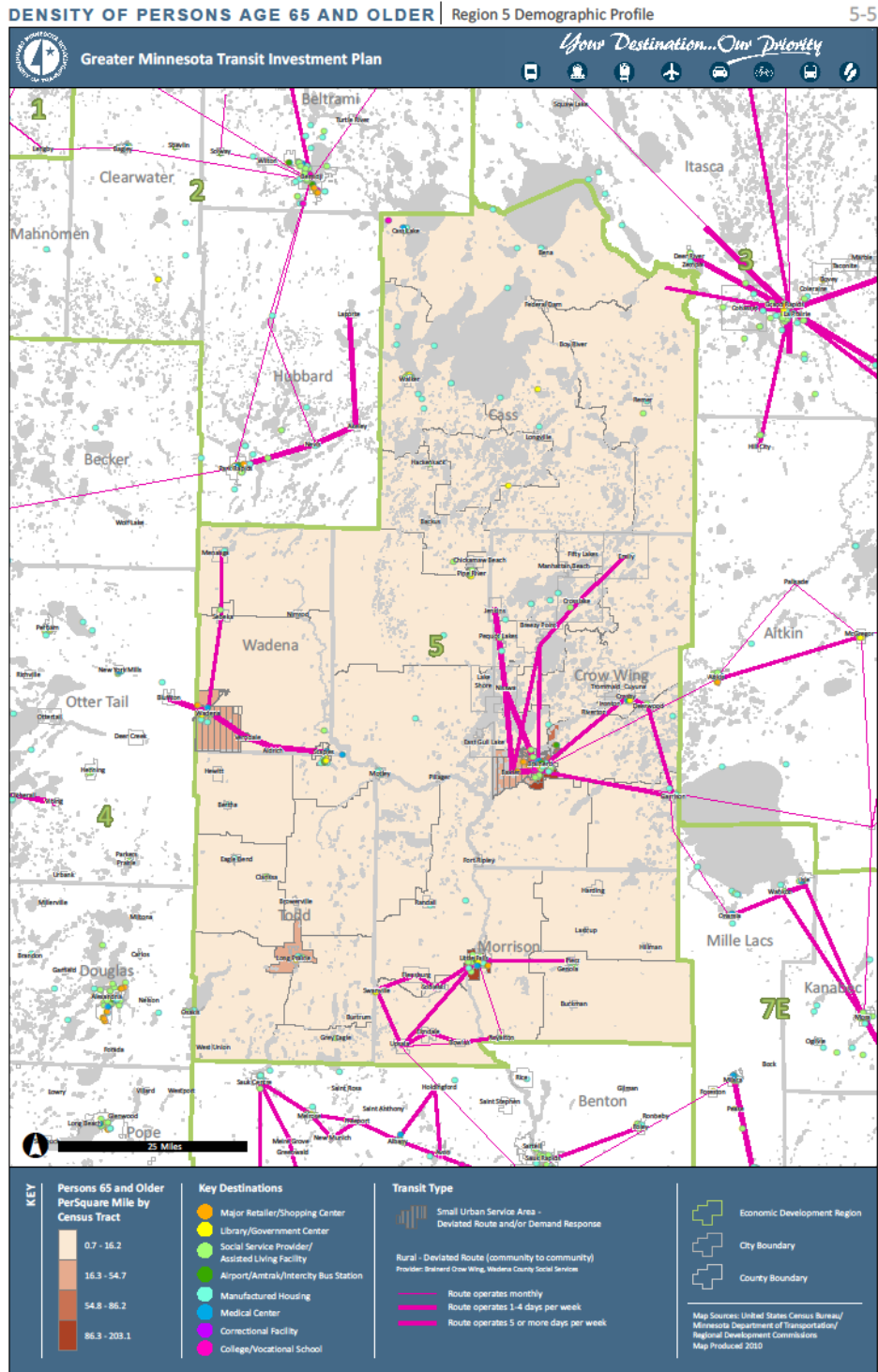
Appendix B- Transit Services, Transit-Dependent Populations, and Key Destinations in Region Five



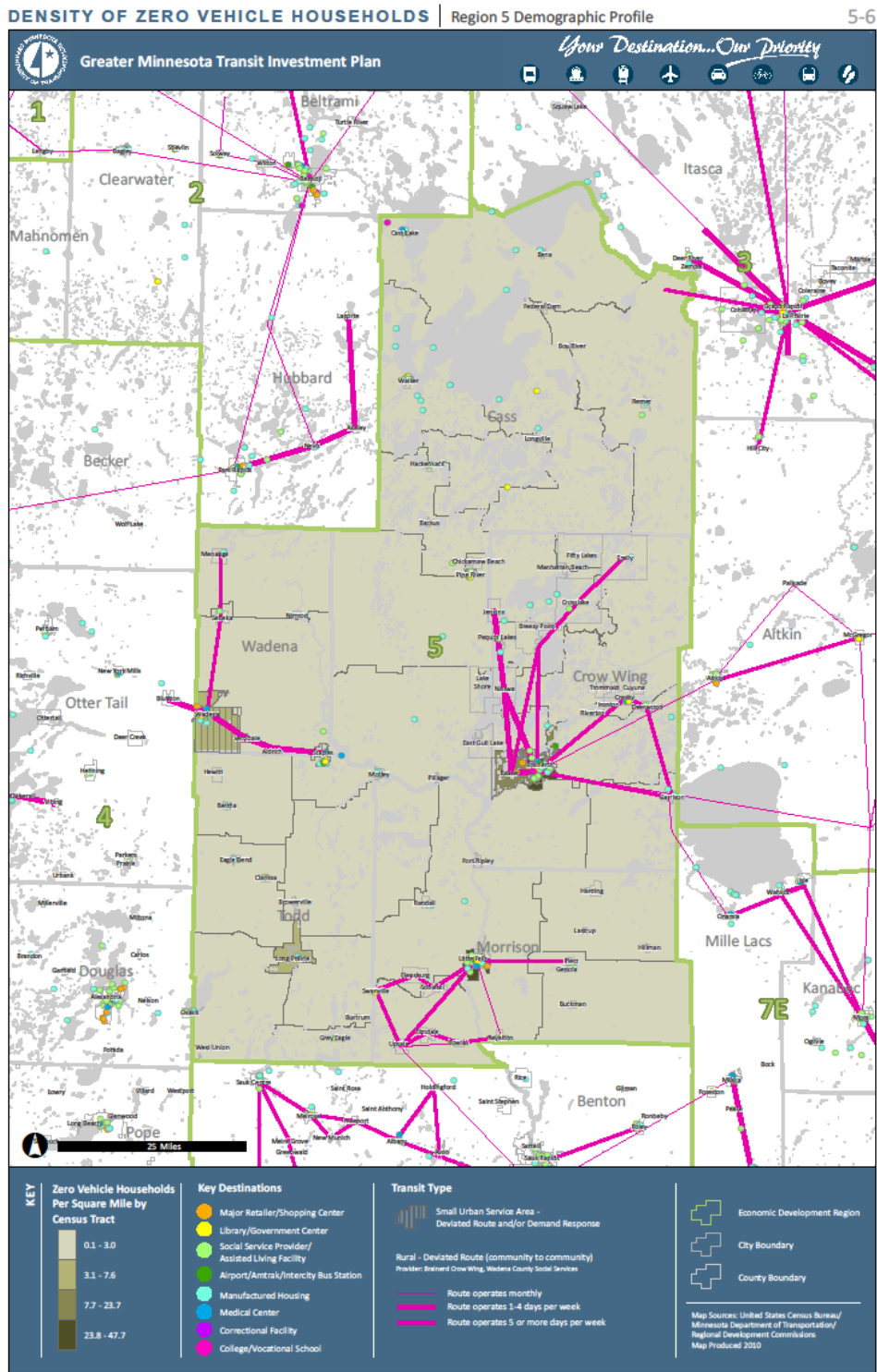
Appendix B- Transit Services, Transit-Dependent Populations, and Key Destinations in Region Five



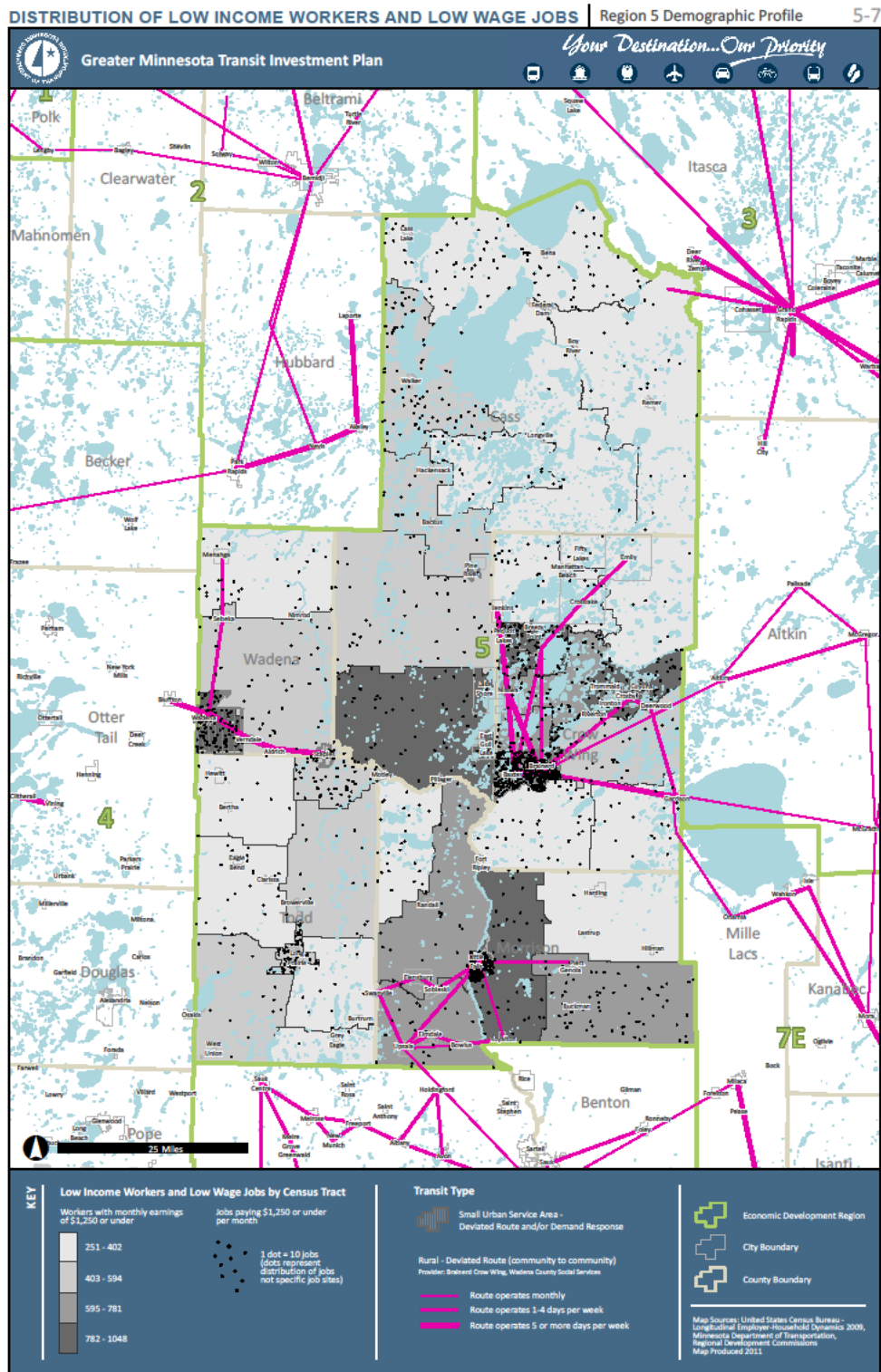
Appendix B- Transit Services, Transit-Dependent Populations, and Key Destinations in Region Five



Appendix B- Transit Services, Transit-Dependent Populations, and Key Destinations in Region Five



Appendix B- Transit Services, Transit-Dependent Populations, and Key Destinations in Region Five



Appendix C- Transportation Provider Directory

The following directory includes contact information for all regional transportation providers who responded to an inventory questionnaire sent in spring 2011. This is not a complete list of providers in the region.

Cass	
Name:	Cass County Health and Human & Veterans Services
Address:	PO Box 519 Walker, MN 56482
Phone:	218-547-1340
Web:	http://www.co.cass.mn.us/
Service Type:	Dial a Ride
Name:	Faith in Action for Cass County
Address:	108 3rd St S. Hackensack MN 56452
Phone:	218-675-5435
Web:	
Service Type:	Non-profit Transportation
Name:	Pine River Ride with Us
Address:	PO Box 87 Pine River, MN 56474
Phone:	218 587-2440
Web:	http://www.pinerivermn.com/City.htm
Service Type:	Public Transportation
Name:	Pine River-Backus School
Address:	401 Murray Avenue Pine River, MN 56474
Phone:	218-587-8082
Web:	www.prbschools.org/
Service Type:	School Transportation
Crow Wing	

Name:	Bay Area Lions Club
Address:	22520 Pine Trail Deerwood MN 56444
Phone:	218-678-9999
Web:	
Service Type:	Non-Profit Transportation
Name:	Blue Sky Support Services
Address:	1001 Kingwood Street STE 20 Brainerd MN 56401
Phone:	218 821-3031
Web:	http://blueskyinc.info/default.aspx
Service Type:	Private Transportation
Name:	Brainerd/Crow Wing Pubic Transit
Address:	501 Laurel Street Brainerd MN 56401
Phone:	218-828-6172
Web:	http://www.ci.brainerd.mn.us/transit/
Service Type:	Public Transit
Name:	Bridges of Hope
Address:	PO Box 742 Brainerd MN 56401
Phone:	218 825-7682
Web:	www.bridgesofhopemn.org
Service Type:	Non Profit Transportation
Name:	Crow Wing County Veterans Services
Address:	204 Laurel Street, Suite 14 Brainerd, MN 56401
Phone:	218 824-1058
Web:	http://www.co.crow-wing.mn.us/verteran_srvices/
Service Type:	Dial a Ride
Name:	Lakes Area Interfaith Caregivers
Address:	PO Box 654 Pequot Lakes MN 56472
Phone:	218-820-7454
Web:	http://lakesareainterfaithcaregivers.org/
Service Type:	Volunteer Driver

Name:	Lakes Express
Address:	709 Charles Street Brained, MN 56401
Phone:	218-855-6973
Web:	www.lakesexpress.com
Service Type:	Private Transportation
Name:	MSOCS
Address:	8053 Industrial Park Baxter MN
Phone:	(218) 831-5418
Web:	
Service Type:	Non-Profit Transportation
Name:	Pequot Lakes School
Address:	30805 Olson Street Pequot Lake, MN 56472
Phone:	218-568-8888
Web:	http://pequotlakes.k12.mn.us/
Service Type:	School Transportation
Name:	Pequot Lakes Community Education
Address:	4276 West Lake Street, Pequot Lakes, MN 56472
Phone:	218-568-9200
Web:	http://pequotlakes.k12.mn.us/index.cfm?pageid=1012
Service Type:	School Transportation
Morrison	
Name:	Employment Enterprises
Address:	307 NW 9 th Ave Little Falls, MN 56345
Phone:	320-632-9251
Web:	
Service Type:	Private Transportation

Name:	Morrison County
Address:	30805 Olson Street Pequot Lake, MN 56472
Phone:	320-632-2951
Web:	www.co.morrison.mn.us
Service Type:	Dial A Ride
Name:	Transportation Resource Center
Address:	1200 23 rd Ave S Waite Park, MN 56387
Phone:	320-257-4445
Web:	www.tricap.org/TRC & www.trcrideshow.org
Service Type:	Dial a Ride
Name:	TRI-CAP
Address:	1200 23 rd Ave S Waite Park, MN 56387
Phone:	320-257-4445
Web:	www.tricap.org
Service Type:	Dial a Ride
Todd	
Name:	Lakewood Health System
Address:	49725 County Rd 83 Staples, MN 56479
Phone:	218-8941515
Web:	www.lakewoodhealthsystem.com
Service Type:	Private Transportation
Name:	Rainbow Rider
Address:	249 Poplar Ave Lowry, MN 56349
Phone:	320-283-5065
Web:	http://www.rainbowriderbus.com/
Service Type:	Public Transit

Name:	Upsala School
Address:	415 S Main Upsala MN 56384
Phone:	320) 573-2174
Web:	http://www.upsala.k12.mn.us/
Service Type:	School Transportation
Wadena	
Name:	Greenwood Connections
Address:	427 Main Street NE Menahga, MN 56464
Phone:	218-564-4101
Web:	http://www.greenwoodconnections.com/
Service Type:	Private Transportation
Name:	Wadena County Friendly Rider
Address:	124 th 1 st Street SE Wadena, MN 56482
Phone:	218-631-5730
Web:	http://www.co.wadena.mn.us/county_directory/friendly_rider/friendly_rider.htm
Service Type:	Public Transit
Name:	Wadena County DAC
Address:	305 SW 5 th Street Sebeka, MN 56477
Phone:	218-837-5182
Web:	http://www.sebeka.com/CommunityDirectory/businessPages/dac.htm
Service Type:	Non Profit
Other	
Name:	Jefferson Lines
Address:	2100 E 26th St Minneapolis, MN 55406
Phone:	612) 359-3400
Web:	www.jeffersonline.com
Service Type:	Private Transportation

Name:	Lakes Medi-Van Inc.
Address:	PO Box 1053 Detroit Lakes, MN 56502
Phone:	800-422-0976
Web:	
Service Type:	Dial A Ride

Appendix D- Project Idea Summary

Category 1: Coordinate and Consolidate Transportation Services and Resources					
	Title of Project	Description of Project	Strategy Projects Fulfills	Champions & Potential Leader	Effort vs. Impact
	TITLE	DESCRIPTION INCLUDES COMMUNITY AND POPULATION SERVED	USE WORDING DIRECTLY FROM STRATEGY MENU		Easy to do, Major Impact
1	Intercity/Regional Bus Service	Regular daily commuter routes comprised of multimode resources buses, volunteer drivers, rideshare, and private vendors. Base hours of service on the hours offered to workers. Serve the needs of commuters.	Coordinate Agency Schedules		Difficult/Major
2	Share Resources	Reduce cost and increase productivity by sharing vehicles when not in use for other agency. Vehicles from one agency could assist another in times of need(break down, peak	Share Resources		Difficult/Major

		travel, etc.) Would serve all transit riders wherever this could feasibly be done. Could be just on occasional/need-based or could be full time vehicle share depending on route times of each provider.			
3	Establish best practices for volunteer driver program	Makes coordination easier-have standard training for all volunteers, have similar producers for ride requests, professional manner – makes it easier for the riders and allows volunteer drivers to drive for more than one program. Serves all riders and drivers within the volunteer program.	Coordinate Volunteer Driver Training		Difficult/Minor
4	Coordinate Dispatch	Make centralized call center. Could use joint scheduling software to help schedule patients easily by knowing what providers would be available with one call. Would allow providers to refer patients to an open	Coordinate Dispatch		Difficult/Minor

		provider easily. Serve all transit riders. Might be easier to implement in geographically close areas- County instead of Regional?			
Category 2: Mobility Strategies					
5	Improve Service Convenience	Improve/expand hours of operation/routes to allow individuals to get to work, after hours medical appointments, and other needs they have at various times. Provide transportation between trade centers. Incorporate a centralized dispatch for convenience for scheduling. Specifically helps those who need a way to work and people that have to have appointments outside of normal hours.	Improve Service Convenience		Difficult/Major
6	Establish/enhance Volunteer Driver Program	Recruit, train, and maintain additional volunteer drivers to deliver services throughout the region.	Establish/Enhance Volunteer Driver Programs		Difficult/Minor

		Would serve all clients by increasing drivers.			
7	Enhanced Transportation Assistance	Train volunteers to provide additional assistance when needed for riders who need extra care/help. Focus of service would be elderly and disabled.	Establish/Enhance Assisted Transportation Programs		B – Ambulatory D- non ambulatory
Category 3: Communication, Training, and Organizational Support					
8	Convene Regional Transportation Body	Convene bi-monthly meetings of providers, legislators, human service agencies (and others) to discuss problems/issues, needs, develop projects and marketing, and work together to find how to best serve the region.	Convene Regional Coordination Body		Easy/Major
9	Educate Public of Transportation Options	Develop marketing/education materials to outline transportation available to users and try increase ridership. Incorporate the use of a Travel Trainer to train riders how to use	Educate Public of Transportation Options		Easy/Major

		multi-modes of transportation. Trying to create new riders, but these also help current riders be aware of more options.			
10	General Education	Educate regional officials and human service professionals of the whole spectrum of transportation and the needs in our region. Help them understand there is a difference of needs in rural areas than metro.	Educate Regional Professionals of Transportation Options		Easy/Major
11	Region Five Regional Resource Center	Create one call resource center/website to help users set up rides with various providers. Hire a mobility manager to assist them with setting up transportation based on their needs.	Centralize Information		Difficult/Major
12	Preservation	Preservation and expansion of existing funding and services	Maintain Current Funding Sources and Programs		Difficult/Major

Public Workshop All Individual Brainstorming Ideas

Coordination	Mobility	Communication
<ul style="list-style-type: none"> • Coordinate volunteer driver training • Regional transit between communities on a “regular/daily” basis • Commuter system- buses, volunteer drivers, ride share... • Coordinate volunteer drivers among groups – least restrictive, less regulations to conform too, better expansion of hours/drivers, lower cost to operate • Coordinate agency schedule, contract between agencies, joint purchasing • Local providers get together to discuss opportunities to coordinate resources • Establish good working relationships • Ensure knowledge of what each other are doing • Creates opportunity to fill gaps and provide increase service to clients through referral to other agency when not able to accommodate • Coordinate dispatch • Coordinate volunteer training – 	<ul style="list-style-type: none"> • Improve access to transit stops • Improve service convenience • Location of service • Assisted transportation programs • Maintain existing fleet • Work together locally to expand coverage by moving hour earlier for one service and later for another • Work to eliminate service lines and have the area of origin dictate who covers it • Establish/enhance volunteer driver program – expand rural volunteer program • Improve service convenience- expand hours, increase available resources • Expansion of service – 24hr/Weekend? – public/private mix • Service between counties – agency to agency? • Enhanced mobility management already started with transportation resource • Expand public transit hours and service areas 	<ul style="list-style-type: none"> • Educate public of transportation options • Travel trainer project for communities w/ transit to increase ridership on the express route • Centralized Information – by county, hotline/transport by county, web-based info for transportation • Customer travel training • Educate public • Fund marketing for public education of existing services • Centralize information – create directory • Hire mobility manager • Convene regional coordination body – meet regularly (quarterly?) • Educate regional professionals of transportation options --- • Educate public of options – centralized info • Unique marketing to unique groups • Elected officials- Awareness – outreach to state and local • Hold regular Region Five transit provider meetings • Offer travel training to new

<p>regional volunteer driver training</p> <ul style="list-style-type: none"> • Share resources • Coordination of schedules – adjust peak travel times to accommodate more users • Shared resources – utilize multiple and excess vehicles between organizations • Coordinated dispatching – utilize assets within area to save money • Circumvent service boundaries • Co-purchase of vehicles or shared use of them using a contract to spell out expectations • Coordinate dispatch- call center for region • Tools that support data management – share costs/purchase together • Share resources – maximize options • Share resources- could school district buses be used during 9am to 2pm? • Establish best practices for volunteer drivers/programs – implement minimum standards that are agreed upon, set up group training • Coordinate dispatch- have person 	<ul style="list-style-type: none"> • Enhance assisted transportation programs – train volunteers to assist riders who could not utilize transport service without • Expand hours to assist employment • Maintain fleet • Improved service convenience – cover workers hours, weekend hours, church services? • Work with existing volunteer driver program to establish network of sharing info, riders etc. – might be able to address the limited hours issue some • Improve service convenience • Improve accessibility to transportation for employment needs – use of JARC funds for public transit, use of rider-share matching, increase/implement commuter routes between cities • Customer travel training- use of bus including expectations of using bus service, scheduling, cost • Increase service hours 	<p>customers</p> <ul style="list-style-type: none"> • Have key resources person in each county who has extensive knowledge of services in that area so others know who to call • Centralize info • Convene regional coordination body • Mobility manager – expand/share with other regions • Convene regional coordination body – Bring providers together regularly (bi-monthly) to discuss/problem solved transport issues • Transportation Resources Center for Region Five • Need a champion • Once call resource • Hire mobility manager- educate public, educate regional providers, centralize info • Convene regional coordination body – educate whole spectrum of transportation in area, work on communication to public using all their knowledge and experiences in marketing their business and some of the resources • Include legislators in transportation
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<p>to cover certain amount of counties (like a mobility manager) in our rural areas</p> <ul style="list-style-type: none"> • Coordinate volunteer driver training- communicate to public, promote to folks looking for work(volunteer)- purpose • Coordinate dispatch central • Increase coordination with Wadena County DAC 		<p>meetings to educate on value, costs, needs for their clients</p> <ul style="list-style-type: none"> • Have travel training throughout Region Five
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Appendix E- Project Analysis: Effort vs. Impact Assessment

Difficult to do/Minor impact projects	Difficult to do/Major impact projects
Easy to do/Minor impact projects	Easy to do/Major impact projects

Appendix F

References:

R¹ Minnesota Department of Transportation. (2009). *Continuous Traffic Recorder Report - 2008*. Retrieved from <http://www.dot.state.mn.us/traffic/data/reports/2008ContinuousTrafficRecorderReport.pdf>.

R² Minnesota Department of Employment and Economic Development. (2009). *Local Unemployment Statistical Tool*. Retrieved from <http://www.deed.state.mn.us/lmi/tools/laus/Default.aspx>

Appendix G - Plan Addendum

2011 Local Human Service Transit Coordination Plan—Addendum

The Region Five Development Commission's (R5DC) 2011 Local Human Service Transit Coordination Plan was adopted on December 15, 2012. Region Five for an additional \$800.00 in Federal funds to reconvene the 2011 Local Human Service Transit steering committee, discuss plan outcomes, identify implementation strategies, recommend projects for future federal and state funding applications and create a one to three year work plan with specific projects that local stakeholders could implement.

Region Five's additional 2011 Local Human Service Transit Coordination Plan Steering Committee and stakeholder meeting was held on May 10, 2012. The meeting objectives were the following:

1. Review status of local coordination activities
2. Synthesis of projects from local coordination plans statewide (provided by MnDOT)
3. Identification of potential local projects for 2013 under funding sources:
 - Job Access Reverse Commute/New Freedom/5310
 - Department of Human Services Community Service/ Community Services Development Grants
 - Other sources, such as private foundations
4. Identification of how potential local projects impact veterans' and military service organizations

The stakeholders present at the R5DC's additional 2011 Local Human Service Transit Coordination Plan Steering Committee meeting were as follows:

- Jake Huebsch - Region Five Development Commission
- Sue Siemers - District 3 Transit Project Manager
- Tom Jay - Brainerd / Crow Wing Public Transit
- Valerie Kuschel - City of Pine River Ride with us Bus
- George Behl - Friendly Rider

The top priority projects that emerged from the additional 2011 Local Human Service Transit Coordination Plan Steering Committee Meeting were, in ranked order:

1. Consolidation of the Pine River Transit System with the Brainerd / Crow Wing Public Transit.
2. Creating a one page 5310 overview /checklist for Region Five.
3. Creating a Transit Services and related services brochure similar to South West RDC
4. Continue establishing ground work for potential CLC campus connection between Staples & Brainerd.

The following pages include a more detailed description of and work plan for each of the top four projects selected for implementation in the next one to three years by the stakeholders present at the May 10, 2012 additional Local Human Service Transit Coordination Plan meeting. The work plan identifies project champions, implementation parties, timing, action steps, resources needed and how the project will benefit veterans.

Project #1 Work Plan: Consolidation of Transit Services

Part 1: Project Details

Project Title:	Consolidation of Transit Services
Project Description and Objective (what do you want to accomplish):	Consolidation of Pine River Ride with us Bus and Brainerd / Crow Wing Public Transit .
Clients Served:	Anyone.
Communities Served:	Pine River & Crow Wing County.
Strategy:	Coordinate and consolidate transportation resources.

Part 2: Implementation

Project Champion(s):	Mn/DOT D3, Brainerd / Crow Wing Public Transit.
Responsible for Project Implementation:	City of Pine River, Brainerd / Crow Wing Public Transit, MnDOT, and Region Five.
Timing:	Short-Term: first year of the Plan, 2012-2013.
Action Steps:	<ul style="list-style-type: none"> • Meeting with City officials & Brainerd / Crow Wing Public Transit Advisory Board. • Work with Mn/DOT District 3 Project manager. • Present proposed merger to interested parties. • Gather necessary paperwork and agreements for implementation. • Other necessary steps as indicated by D3 Transit Project Manager.
Resources Needed:	Time from interested parties.
How will this project benefit Veterans specifically:	

Project #2 Work Plan: Creating of a Region Five 5310 Overview / Checklist

Part 1: Project Details

Project Title:	Marketing to Human Service Professionals
Project Description and Objective (what do you want to accomplish):	Create a one page 5310 form that is simple to understand that describes the program and includes a checklist for potential applicants.
Clients Served:	elderly individuals and individuals with disabilities .
Communities Served:	Region 5.
Strategy:	Communication Training and Organizational Support.

Part 2: Implementation

Project Champion(s):	Region Five & Mn/DOT D3 Project Manager.
Responsible for Project Implementation:	Region Five & Mn/DOT D3 Project Manager.
Timing:	Short-Term: first year of the Plan, 2012-2013.
Action Steps:	<ul style="list-style-type: none"> • Work with Mn/DOT D3 Project manager to determine what information / checklist needs be the one page overview. • Create the one page information sheet. • Share with individuals when interested parties inquire about the 5310 program.
Resources Needed:	Time from interested parties.
How will this project benefit Veterans specifically:	

Project #3 Work Plan: Creating Transit Services and Related Services Brochure

Part 1: Project Details

Project Title:	Marketing
Project Description and Objective (what do you want to accomplish):	Creating a Region Five Transit Services and Related Services Brochure.
Clients Served:	Individuals using transit or related transportation services.
Communities Served:	Region 5.
Strategy:	Communication Training and Organizational Support.

Part 2: Implementation

Project Champion(s):	Region Five.
Responsible for Project Implementation:	Region Five.
Timing:	Short-Term: first year of the Plan, 2012-2013.
Action Steps:	<ul style="list-style-type: none"> •Using SWRDC template gather necessary information and create a TRI-fold brochure. •Provide Counties and other interested group brochures to handout to market transit and other transportation services in the region.
Resources Needed:	Region Five time, \$300 - \$400 for printing and mailing brochures.
How will this project benefit Veterans specifically:	Increase visibility for ridership.

Project #4 Work Plan: Central Lakes College Transit Connection

Part 1: Project Details

Project Title:	Central Lakes College Transit Connection
Project Description and Objective (what do you want to accomplish):	Connect the Brainerd and Staples Central Lakes College with morning, midday and late afternoon service while creating a private partnership with large employers (example Lakewood Hospital) to offer transit rides as well.
Clients Served:	Students, general public.
Communities Served:	Region 5.
Strategy:	Mobilty, Improve Service Convenience.

Part 2: Implementation

Project Champion(s):	Region Five.
Responsible for Project Implementation:	Region Five, Central Lakes College, Mn/DOT, Lakewood Health System, Brainerd Crow Wing Transit, Friendly Rider, ISD 2170.
Timing:	Long-Term 3 -5 year.
Action Steps:	* Finding dollars to hire consultant or utilizing USDA's Rural Passenger Transportation Technical Assistance Program to perform feasibility study including mapping and logistics.
Resources Needed:	Known at this time.
How will this project benefit Veterans specifically:	Increase opportunity for ridership.