

2022 Region 1 NWRDC Local Human Services-Transit Coordination Plan

Plan Prepared By:

Northwest Regional Development Commission

In Cooperation with representatives and agencies from:

Kittson, Roseau, Marshall, Pennington, Red Lake, Polk, and Norman Counties

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INTRODUCTION

The purpose of this document is to evaluate existing transportation providers, identify the unmet needs and services, and establish transportation related goals for Region 1. The counties included in this region are Kittson, Marshall, Norman, Pennington, Polk, Red Lake, and Roseau Counties in Minnesota. This document fulfills planning requirements for the Fixing America’s Surface Transportation Act (FAST Act) signed into law December 4, 2015.

As a requirement of the FAST Act, grantees under the Section 5310: Enhanced Mobility of Seniors and Individuals with Disabilities program must have projects under a “locally developed coordinated public transit-human services transportation plan” (49 U.S.C. 5310) to receive federal funding. This plan must be developed through a process that includes representatives of public, private, and non-profit transportation services as well as human services providers and the public. Mobility management is an approach to designing and delivering transportation services that starts and ends with the customer. It begins with a community vision in which the entire transportation network—public transit, private operators, cycling and walking, volunteer drivers, and others—works together with customers, planners, and stakeholders to deliver the transportation options that best meet the community's needs.”

The local human service transportation coordination planning process encourages participation from all local stakeholders in the region, especially within target populations. The purpose of this process is to improve human service and public transportation for older adults, individuals with disabilities, and individuals with low incomes through coordinated transportation.

The plan contains covid implications, demographic conditions, inventory of existing transportation providers, gaps in service, and unmet needs throughout the region that have been identified through analysis, committee input, and stakeholder outreach.

Major Plan Components

The plan has three major components:

- A demographic profile
- A view of mobility today, analyzing existing transportation services, regional origins, and destinations, needs, gaps, and current coordination
- A vision of mobility tomorrow, laying out goals and strategies to improve transportation services

Outline Design

The plan is designed to outline:

- A comprehensive review of existing public transportation and human services coordination
- A context for continuing and broadening communication between human service agencies and transportation providers
- A platform to enhance transportation access for older adults, people with disabilities, and

those with low income through identification of unmet needs and strategies to address them

- An educational tool for human service agencies, transportation providers, and Regional Transportation Coordinating Councils (RTCCs) to identify coordination opportunities

Table 1 below shows the suggested timeline for the processes that go along with plan completion.

Table 1: Suggested Timeline for Plan Completion:

	July	Aug-Sept	Oct	Nov-Dec	Jan-Feb	Mar-Apr	May	Jun
Contracts Executed	X							
Appoint Steering Committee	X							
Survey & Questionnaire Collection		X						
Previous Effort Evaluation		X						
Steering Committee Meeting 1		X						
Focus Groups			X					
Steering Committee Meeting 2				X				
Planning Workshop (Steering Committee Meeting 3)					X			
MnDOT Draft Review						X		
Steering Committee Meeting 4						X		
MCOTA Draft Review							X	
Plan Adoption								X

Covid Impacts to Region 1

Region 1 has been tremendously impacted by the covid pandemic. The transit providers and all the human service agencies have all faced hardship with the shutdown and new federal regulations relating to the pandemic. The Jefferson Bus lines customer service was down 50-60% during covid, and continues to experience challenges, as of April 2022, operating at 70% of normal pre-covid numbers. Employees continue to use Personal Protective Equipment (PPE). The Federal government funded the agency to buy new equipment which included Installation of new air circulating system, separation of the driver from public with plexiglass shield, and regular disinfection of the buses. The mask mandate was still in effect during the writing of this plan. The company is hoping to get back to normal operations by the end of 2023.

All the providers, The Living at Home program, DAV, private medical transportation services, charter bus services, public transit providers, along with the services that are relative to providing transportation, have all been influenced by this pandemic. Volunteer drivers are down, clients now must rely on family to drive them. Covid isolation has influenced volunteers to not get involved with other people. The pandemic has changed the way people interact in society; it is very hard trying to get people engaged with other people.

The pandemic has influenced the decision for many of our volunteers that now is the time to retire.

The Region will need the RTCC to work on volunteer driver recruitment. The Region experienced extensive reduction for volunteer drivers with a loss of 75%. The RTCC will continually work to bring volunteer drivers back into service. Enlisting new volunteers has been a challenge. Many businesses are filling the volunteer driver position with staff which leaves gaps in services from the regular job performance of that individual. Below is a list of bullet points discussed in the public workshop or during meetings with the provider or human service agencies in the Region. The RTCC has also contributed to the information collected on covid impacts regionwide.

- * Volunteer drivers have been adversely impacted by Covid
- * Could not do fund raising
- * Seventy-five percent of volunteers lost from covid impacts
- * Ridership has dropped off substantially and has slowly come back, but not at 100% pre-covid
- * There has been the loss of funding opportunities during this time and local donations have been geared towards healthcare and Covid-19 preventative care.
- * Rising fuel costs has impacted budgets of the providers
- * Programs struggle with increased cost of mileage, protective gear, and increase staff time.

The Region's providers have a desperate need for delivery of buses as providers are forced to lease buses because the fleet is aging out and they can no longer get parts to keep the old buses operating. Covid has impacted the price of parts and now with high fuel prices, we are paying more for delivery of those parts. Inflationary costs have increased the costs in all aspects of the business. A new shop lift has a 1-year waiting period with at least 15% cost increase due to the cost of steel.

Getting volunteer groups to become engaged has taken a longer timespan than anticipated. The Region hopes for a return to normalcy as time progresses and new volunteers join the program.

Transportation services remain below normal since the start of the covid pandemic. However, the services are being promoted and outreach has started with human services, senior centers, transit providers, and the RTCC. The Volunteer Driver Work Group started by the RTCC has a goal to introduce new volunteer drivers into each of the seven counties. Progress is happening and will continue to improve with time.

BACKGROUND

Study Area Demographics

A key step in developing and evaluating transit plans is a careful analysis of the mobility needs of various segments of the population and the potential ridership of transit services. As part of the plan development process, an effort was undertaken to identify any concentrations of the following targeted population groups: elderly individuals, and individuals with disabilities.

Transit demand analysis is the basic determination of demand for transportation in each area. There are several factors that affect demand, not all of which can be projected; however, demand

estimation is an important task in developing any transportation plan and several methods of estimation are available for this purpose. The analysis makes intensive use of several demographic data and trends. In consideration of the limited resources available to prepare this plan, a decision was made to utilize the 2019 American Community Survey (ACS) data as it relates to pre-covid conditions and has the most accurate data prior to impacts that we have experienced since the pandemic. The pandemic has had lasting effects on transit operations, ridership impacts, volunteer driver impacts, operational standards, and service impacts that are discussed later in this document. ACS data is also available and summarized at the Minnesota State Demographic Center.

This section provides information on individuals considered by the transportation and human services sectors to be dependent upon transit services. In general, the characteristics of these individuals preclude them from driving, and thereby make carpooling and transit their only viable alternative of motorized transportation available.

The four types of limitations which preclude persons from driving are:

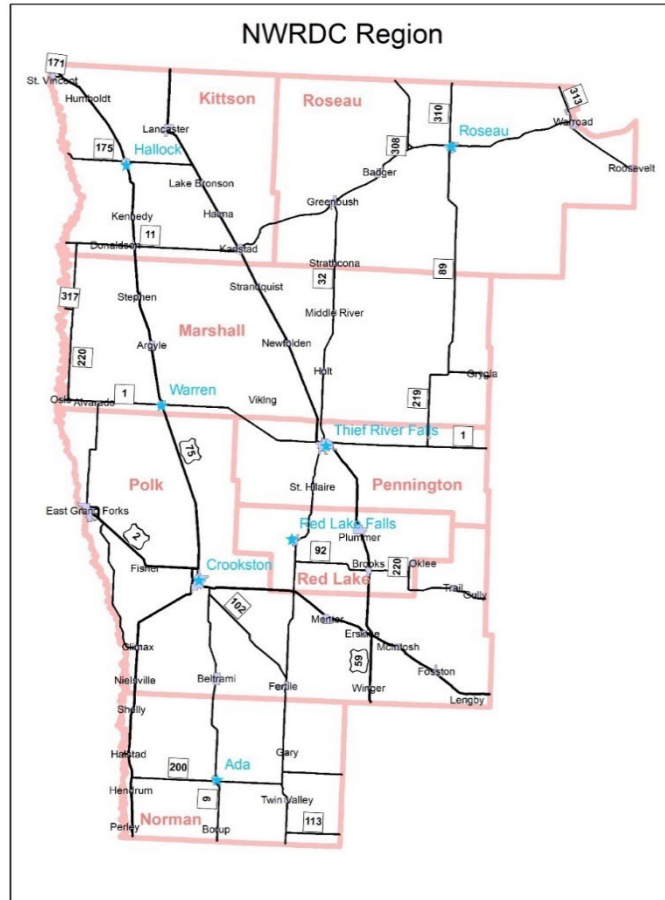
1. physical limitations
2. financial limitations
3. legal limitations
4. self-imposed limitations

Physical limitations may include permanent disabilities due to age, blindness, paralysis, or developmental disabilities and temporary disabilities such as acute illnesses and head injuries. Financial limitations include those persons unable to purchase or rent their own vehicle. Legal limitations refer to limitations for persons who are too young to drive (under age 16). Self-imposed limitations refer to those people who choose not to own or drive a vehicle (some or all the time) for reasons other than those listed in the first three categories. The Census can provide information about the first three categories of limitation. The fourth category of limitation is currently recognized as representing a small portion of transit ridership but is still significant to this study.

Study Area

Region One is in the northwest corner of Minnesota and consists of Kittson, Marshall, Norman, Pennington, Polk, Red Lake, and Roseau counties. The region is rural with 8,521 square miles and households often located far from a paved highway. Total population for the region is 85,283 according to the 2019 census data. The region is characterized by a population descended from Swedish, Norwegian, German, Asian, Polish and French-Canadians who settled in the area in the late 1800's and by the varying topography created when glaciers spread across northern Minnesota. The region features a climate with wide seasonal variations and a diversified economy based in agriculture and manufacturing. This combination of factors has encouraged independent progressive thinking, an attitude that obstacles can always be overcome. The Regions independence resonates in people doing things for themselves and driving their own vehicle. This behavior influences how residents travel in the region. The political geography of region one consists of 7 counties, 54 incorporated cities, 228 townships and 6 unorganized territories. (The map below depicts the region.) The dominant form of land use in Northwestern Minnesota is

agricultural, as indicated by the high percentage of cultivated land. This pattern not only reflects the region’s involvement in agriculture, but also identifies cropland as one of the area’s most valuable resources. The percentages of water and forest areas are reflective of the prairie environment which still cover parts of the region. There are significant natural areas in the region which are supplemented by hundreds of thousands of acres of public lands.



Total Population

The Northwest RDC Region is a mostly rural, 7-county region located in the northwest corner of the state, bordering North Dakota and Canada. The NWRDC Region has 1.5% of the state’s population and a large land area. The region decreased by over 2,281 residents from 2010 to 2020, a 2.6% decrease, compared to a 6.7% rise statewide. Region 1 is projected to lose population over the next 5 years. The only counties to see a slight increase are Polk and Pennington. The other five counties will lose population as they are seeing a faster death rate than birth rate. Immigration rates are also not high enough to keep these counties from losing population.

Table 1 below shows the distribution of the regional population between each county.

Table 1: Population by County

County	Population	Percent of Total
Kittson	4311	5%
Marshall	9372	11%
Norman	6520	8%
Pennington	14183	17%
Polk	31521	37%
Red Lake	4015	5%
Roseau	15361	18%
Region 1	85283	100%

Source: <https://www.census.gov/data.html>

Table 2 below shows the 5-year projected population change to 2024 between each county.

Table 2: Projected 5-year Population by County

County	Population	2024 Population Projection
Kittson	4311	3989
Marshall	9372	9271
Norman	6520	6232
Pennington	14183	14328
Polk	31521	31535
Red Lake	4015	3912
Roseau	15361	15097
Region	85283	84364

Source: Minnesota State Demographer Office

Population by Age

Table 3 shows the number of youth within each county and the youth's percentage of the total county population. Youth population in the region is between 21.5% in Kittson County which represents the lowest in youth population to 24.5% in Red Lake County which is the highest. The remaining five counties in the region are between these two counties.

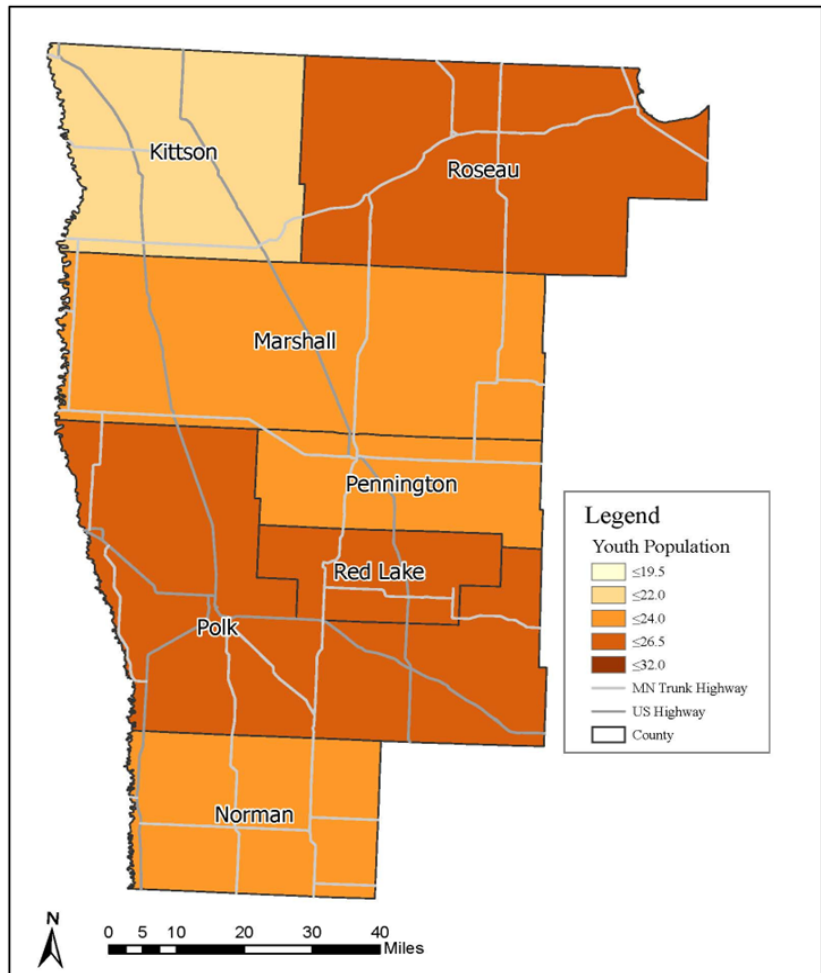
Table 3: Youth Population (17 years and younger)

County	Total Population	Youth Population	Percent of Total
Kittson	4311	928	21.5%
Roseau	9372	2137	22.8%
Marshall	6520	1537	23.5%
Pennington	14183	3313	23.3%
Polk	31521	7610	24.1%
Red Lake	4015	985	24.5%
Norman	15361	3752	24.4%

Source: <https://www.census.gov/data.html>

The map to the right created by MnDOT shows the percent youth population in each county. Youth population in the region is between 21.5% in Kittson County which represents the lowest in youth population to 24.5% in Red Lake County which is the highest. The remaining five counties in the region are between 21.5% and 24.5%.

Northwest - Percent Youth Population



Source: 2019 American Community Survey 5 Year Estimate

Source: <https://www.census.gov/data.html>

The adult population in the region is displayed in table 4. The table shows that Kittson has the lowest adult population with 54.5% of the total county population. Roseau has the highest adult population with 58.9% of the total county population. The remaining counties fall between these ranges.

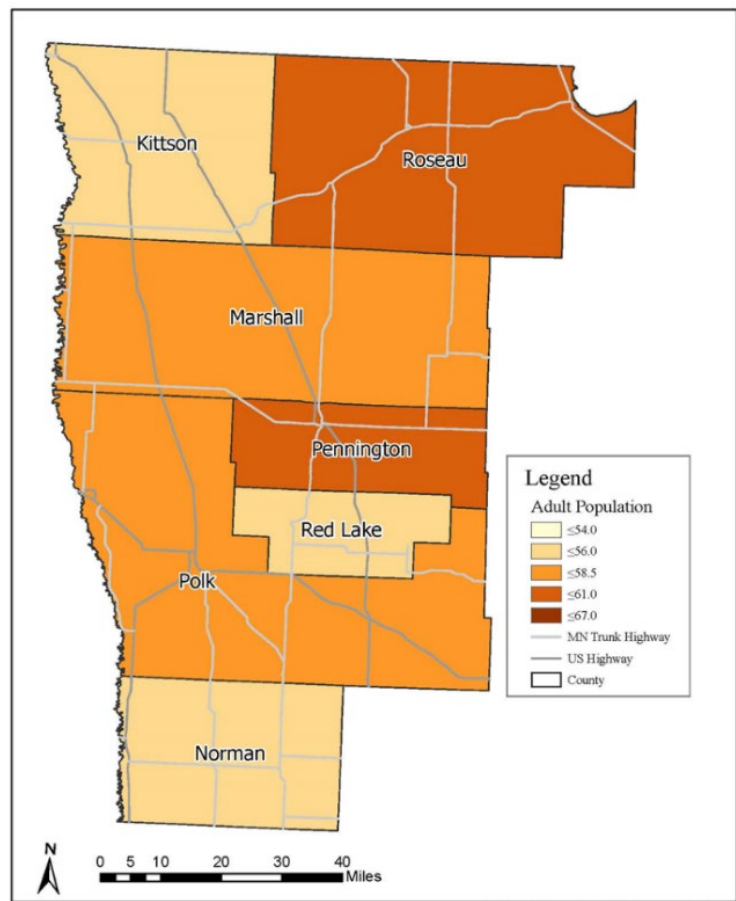
Table 4: Adult Population (18 to 64 years)

County	Total Population	Adult Population	Percent of Total
Kittson	4311	2351	54.5%
Marshall	9372	5263	56.1%
Norman	6520	3587	55%
Pennington	14183	8325	58.7%
Polk	31521	18237	57.8%
Red Lake	4015	2228	55.4%
Roseau	15361	9047	58.9%

Source: <https://www.census.gov/data.html>

The map to the right created by MnDOT shows the Kittson adult population 2351 which is 54.5% of the county. Marshall adult population 5263 which is 56.1% of the county. Norman adult population is 3587 which is 55% of the county. Pennington adult population is 8325 which is 58.7% of the county. Polk adult population is 18237 which is 57.8% of the county. Red Lake adult population is 2228 which is 55.4% of the county. Roseau adult population is 9047 which is 58.9% of the county. Kittson has the lowest adult population and Roseau has the highest adult population.

Northwest - Percent Adult Population



The senior population in the region is displayed in table 5. The table shows that Roseau County has the lowest percentage of seniors at 16.6% of the total county population. Kittson County has the highest percentage of seniors with 23.9% of the county total. The remaining counties fall between these counties.

Table 5: Senior Population (65 years and over)

County	Total Population	Senior Population	Percent of Total
Kittson	4311	1032	23.9%
Marshall	9372	1972	21%
Norman	6520	1396	21.4%
Pennington	14183	2545	17.9%
Polk	31521	5674	18%
Red Lake	4015	802	19.9%
Roseau	15361	2562	16.6%

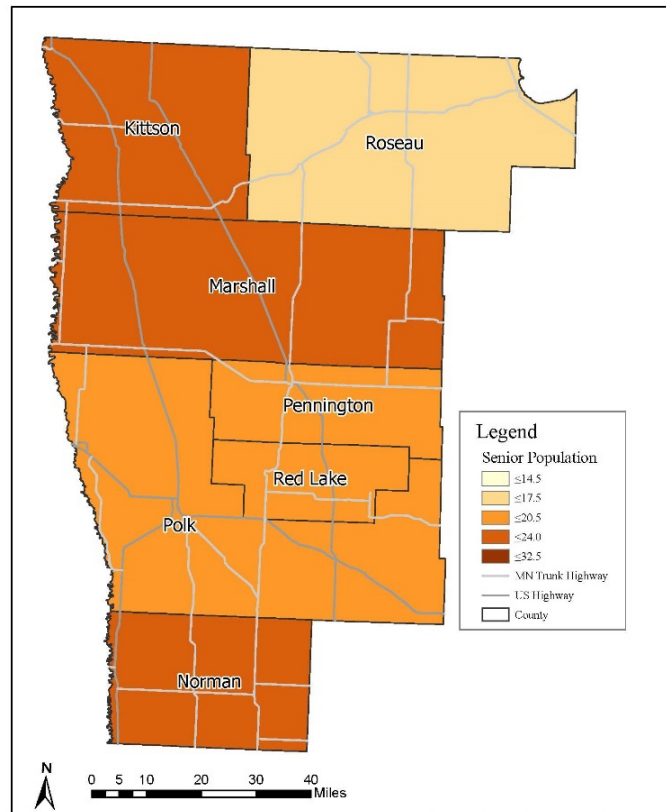
Source: <https://www.census.gov/data.html>

The map below created by MnDOT shows the senior population in each county is between 17.9 to 23.9%. Pennington has the lowest percent of senior population. Kittson has the highest percentage of the county's total population.

Populations with a Disability

Table 6 contains the total county populations for individuals with disabilities and their percentage of the total county population. Each of the region's seven counties are similar in percentage of disabled population. Roseau County has the lowest percentage of total population with a disability at 11.3%. Red Lake County has the highest total population with a disability at 14%. The remaining five counties in the region are between Red Lake and Roseau. Tables 6-9 break down that total population into youth, adults, and seniors with a disability.

Northwest - Percent Senior Population



Source: 2019 American Community Survey 5 Year Estimate

Table 6: Populations with a Disability

County	Total Population	Disabled Population	Percent of Total
Kittson	4311	519	12%
Marshall	9372	1126	12%
Norman	6520	774	11.8%
Pennington	14183	1780	12.5%
Polk	31521	4064	12.8%
Red Lake	4015	563	14%
Roseau	15361	1743	11.3%

Source: <https://www.census.gov/data.html>

The map to the right created by MnDOT shows the percentage of the regional population with a disability. Roseau County has less than or equal to 9.5% of population with a disability. Kittson, Marshall, Pennington, Polk, and Norman have a population with disability between 13 and 15%. Red Lake County has the highest total population with a disability at 14%.

Northwest - Percent of Pop. with Disabilities

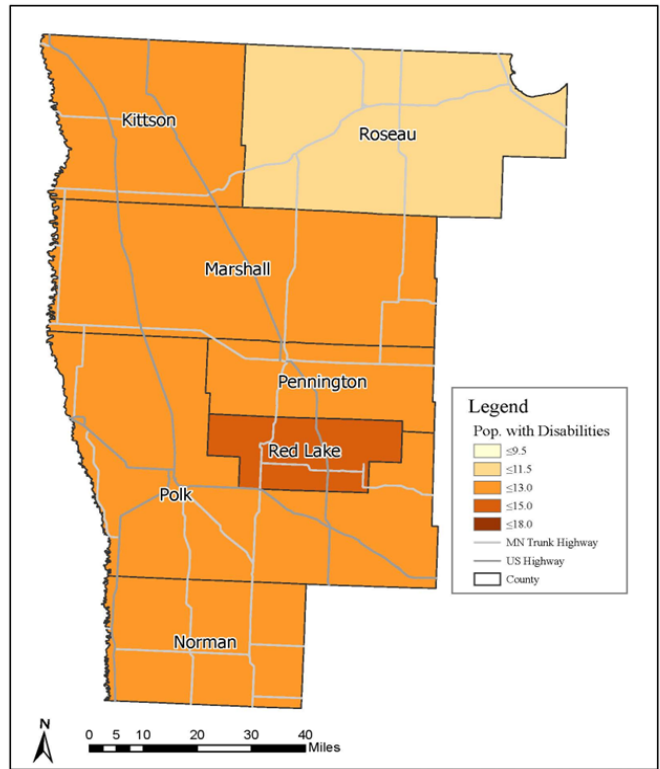


Table 7 shows the youth population, 5 years to 15 years of age, with a disability. Roseau County has the lowest percent of youth with a disability at 2.5%. Red Lake County has the highest percent of youth with a disability at 6.9%.

Table 7: Youth Population with a Disability (5 to 15 years)

County	Total Youth	Disabled Population	Percent of Total
Kittson	928	38	4%
Marshall	2137	106	4.9%
Norman	1537	55	3.5%
Pennington	3313	119	3.5%
Polk	7610	356	4.6%
Red Lake	985	68	6.9%
Roseau	3752	94	2.5%

Source: <https://www.census.gov/data.html>

The map to the right created by MnDOT shows the youth population, age 5 to 15 years of age, with a disability. Roseau County has the lowest number of youths with a disability at 2.5%. Red Lake County has the highest of youth with a disability at 6.9%. The remaining counties fall between these ranges.

Northwest - Percent of Youth with Disabilities

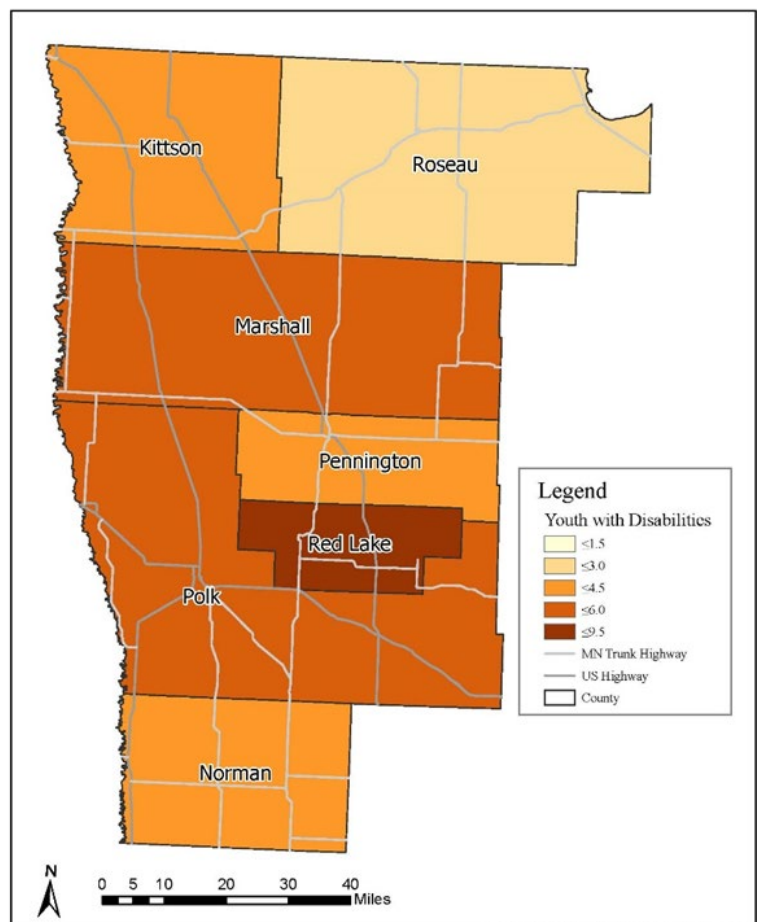


Table 8 shows the adult population, age 16 to 64 years old, with a disability. Kittson County has the lowest percentage of adult population with a disability at 8.1%. Red Lake has the highest percentage of adult population with a disability at 11.3%.

Table 8: Adult Population with a Disability (16 to 64 years)

County	Total Adult	Disabled Population	Percent of Total
Kittson	2351	191	8.1%
Marshall	5263	482	9.1%
Norman	3587	330	9.2%
Pennington	8325	865	10.3%
Polk	18237	1925	10.5%
Red Lake	2228	253	11.3%
Roseau	9047	908	10.0%

Source: <https://www.census.gov/data.html>

The map to the right created by MnDOT shows the adult population, age 16 to 64 years old, with a disability. Kittson has the lowest adult population with disability at 8.1%. Red Lake has the highest at 11.3%. Roseau, Marshall, Pennington, Polk, and Norman have a percent of adults with disability greater than or equal to 9 but less than 11%.

Northwest - Percent of Adults with Disabilities

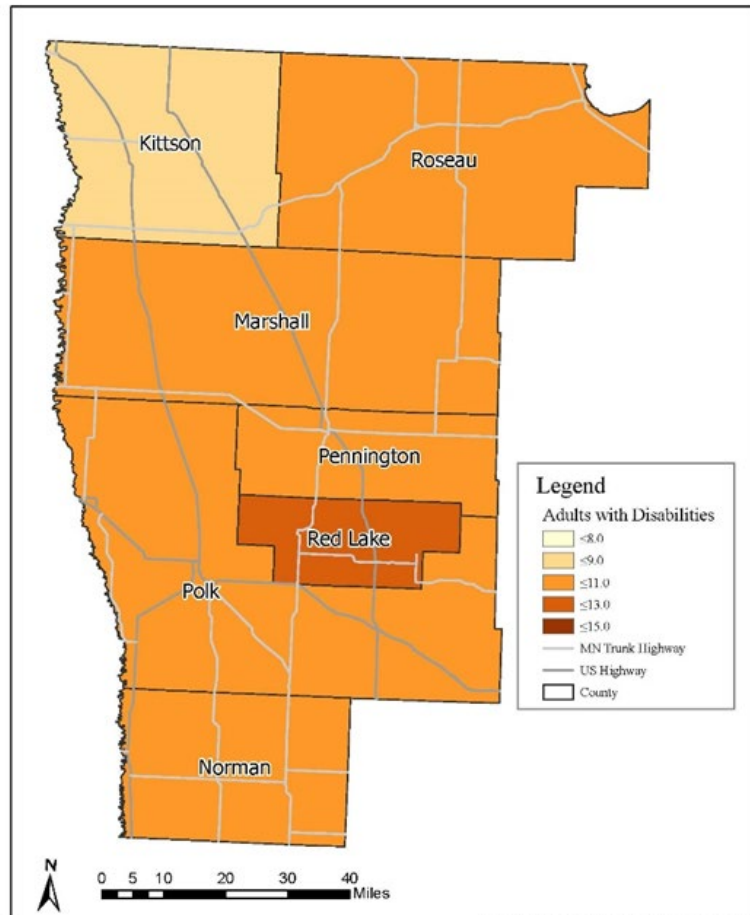
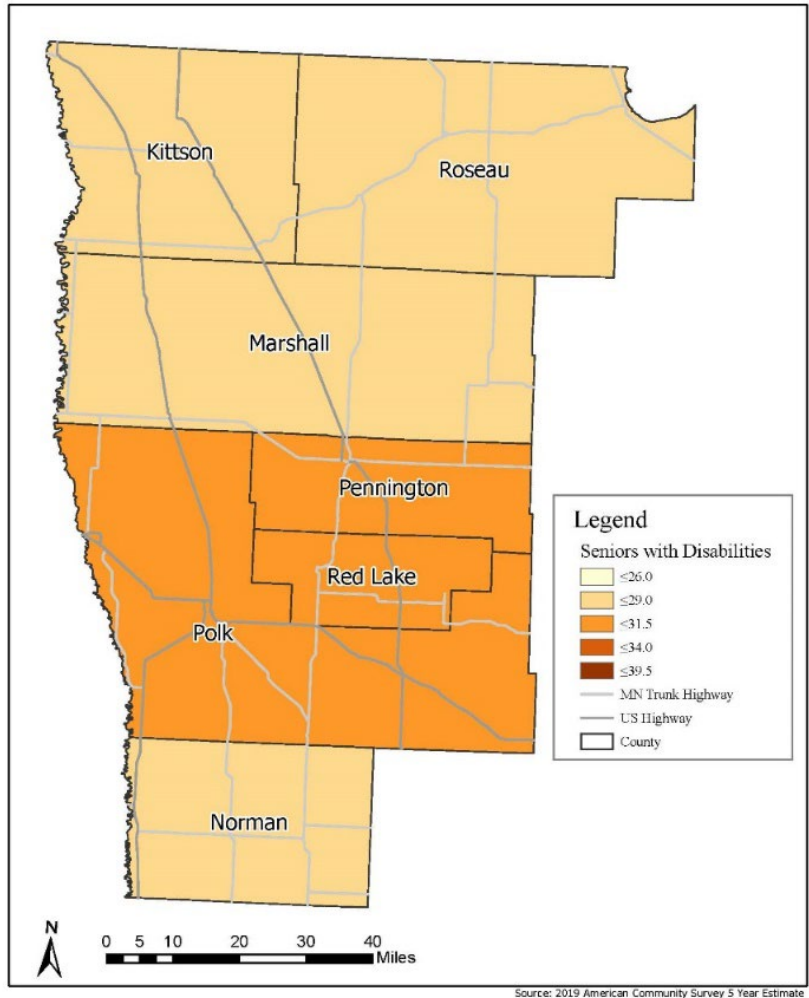


Table 9 shows the senior population, age 65 and over, with a disability. Marshall County has the lowest percentage of senior with a disability at 27.2%. Polk County has the highest percentage of senior with a disability at 31.4%. The remaining counties fall between these ranges.

Northwest - Percent of Seniors with Disabilities



Source: 2019 American Community Survey 5 Year Estimate

Table 9: Senior Population with a Disability (65 years+)

County	Total Seniors	Disabled Population	Percent of Total
Kittson	1032	290	28.1%
Marshall	1972	538	27.2%
Norman	1396	389	27.8%
Pennington	2545	796	31.2%
Polk	5674	1783	31.4%
Red Lake	802	242	30.1%
Roseau	2562	741	28.9%

Source: <https://www.census.gov/data.html>

The map to the right created by MnDOT shows the percentage of seniors, 65 and over, with a disability in the Region. Kittson, Roseau, Marshall, and Norman have a percentage of seniors with a

disability between 26% and 29%. Pennington, Polk, and Red Lake have a percentage of seniors with a disability less than or equal to 31.5% but greater than 29%.

Low-Income Population

As defined by the Department of Health and Human Services, an individual having an annual income of no more than \$12,880 is living below the poverty level. Table 10 below shows the population of individuals living below the poverty level per county and the percentage that population represents of the total. Tables 10-12 describe this population in more detail by showing county populations for youth, adults, seniors, and individuals with a disability living below poverty level.

Table 10 shows the population below poverty level. Marshall County has the lowest percentage of people living below poverty. Polk County has the highest percentage of people living below the poverty line.

Table 10: Population Below Poverty Level

County	Total Population	Population Below Poverty Level	Percent of Total
Kittson	4311	483	11.2%
Marshall	9372	647	6.9%
Norman	6520	574	8.8%
Pennington	14183	1560	11%
Polk	31521	3719	11.8%
Red Lake	4015	421	10.5%
Roseau	15361	1244	8.1%

Source: <https://www.census.gov/data.html>

The map created by MnDOT shows the percentage of population living in poverty for each county. Polk County has the highest percentage of population living in poverty. Marshall County has the lowest percentage of population living in poverty. Marshall County is less than or equal to 7%. Roseau and Norman are greater than 7% and less than or equal to 9.5%. Kittson, Polk, Pennington, and Red Lake are less than or equal to 12% and greater than 9.5%.

Northwest - Percent of Pop. Living in Poverty

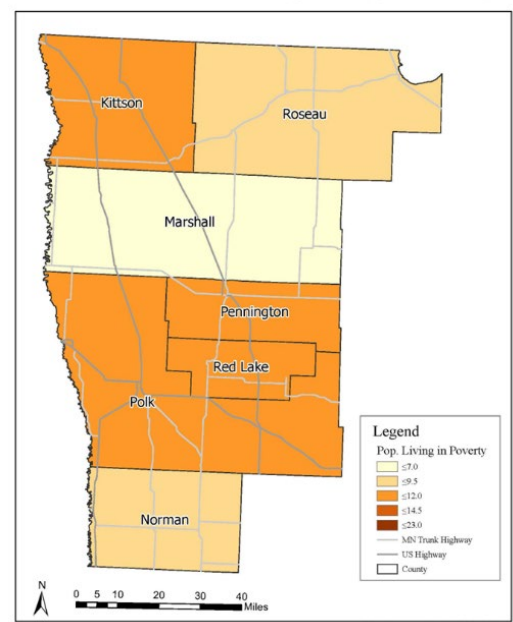


Table 11 shows the youth below poverty level for 17-year-old and younger. Marshall County has the lowest percentage of youth below poverty at 7.6%. Polk has the highest youth below poverty level at 18%. The remaining counties fall between these ranges.

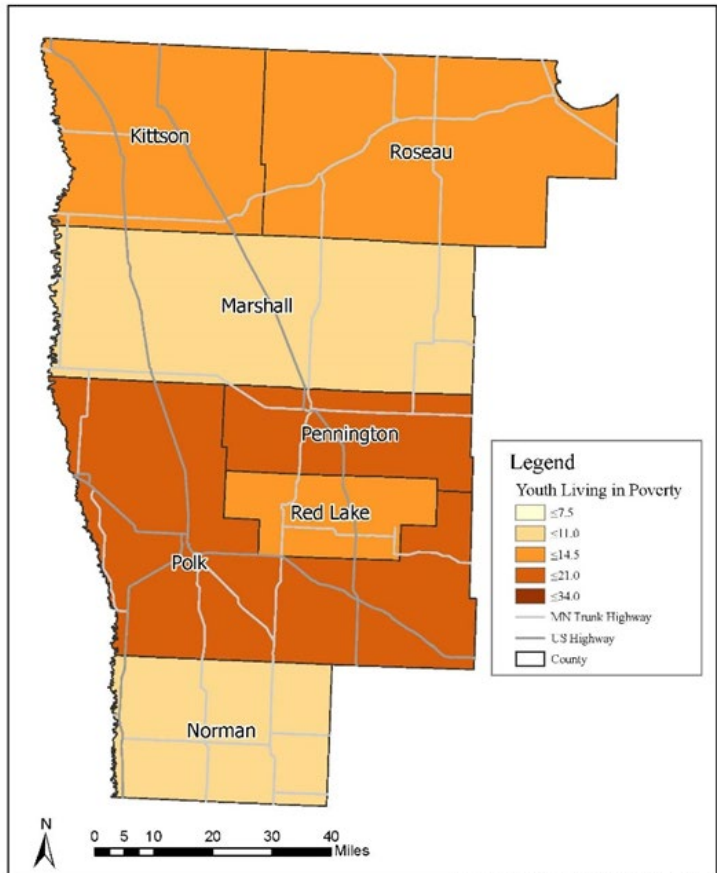
Table 11: Youth Below Poverty Level (17 years and younger)

County	Total Youth	Population below Poverty Level	Percent of Total
Kittson	928	118	12.7%
Marshall	2137	162	7.6%
Norman	1537	149	9.7%
Pennington	3313	586	17.7%
Polk	7610	1370	18%
Red Lake	985	137	13.9%
Roseau	3752	424	11.3%

Source: <https://www.census.gov/data.html>

The map created by MnDOT shows the percent of youth living in poverty. Polk County has the highest percentage of youth living in poverty at 18%. Pennington is greater than 14.5% and less than 21%. Kittson, Roseau, and Red Lake are in the less than or equal to 14.5% to greater than 11% range. Marshall and Norman are greater than 7.5% and less than 11%.

Northwest - Percent of Youth living in Poverty



Source: 2019 American Community Survey 5 Year Estimate

The table shows the percent of total adult population that is living in poverty for each county. Marshall County has the lowest at 6.2%. Pennington, Polk, and Red Lake all have the highest at 9.3%. Kittson is 8%, Roseau is 7.4%, and Norman is 9.1%.

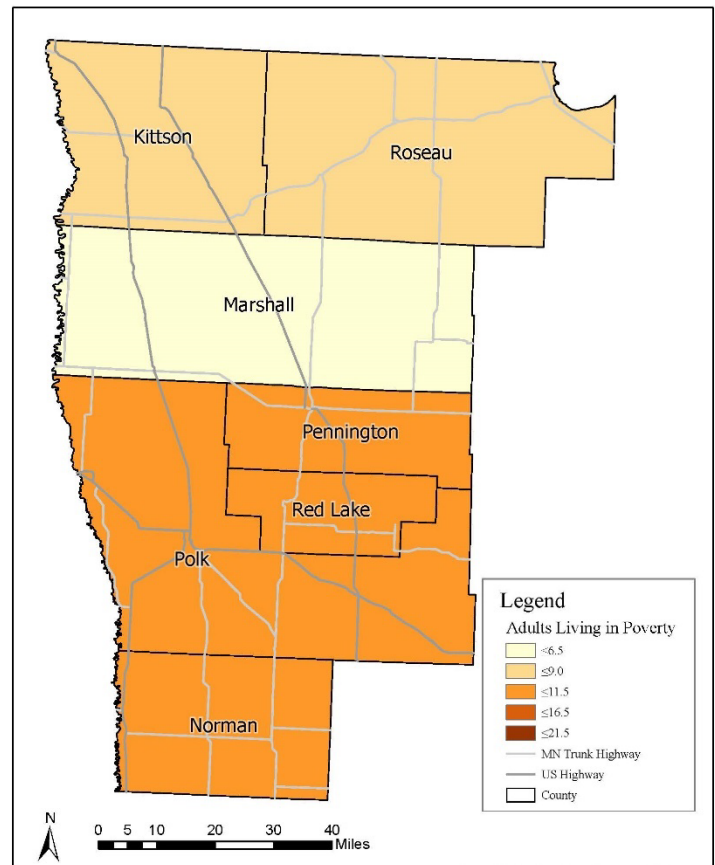
Table 12: Adults Below Poverty Level (18 to 64 years)

County	Total Adults	Population below Poverty Level	Percent of Total
Kittson	2351	188	8%
Marshall	5263	326	6.2%
Norman	3587	326	9.1%
Pennington	8325	774	9.3%
Polk	18237	1696	9.3%
Red Lake	2228	207	9.3%
Roseau	9047	669	7.4%

Source: <https://www.census.gov/data.html>

The map created by MnDOT shows the percent of adults living in poverty. Marshall County has the lowest percentage of adults living in poverty at less than or equal to 6.5%. Kittson and Roseau Counties are less than 9% but greater than 6.5%. Pennington, Red Lake, Polk, and Norman Counties are greater than 9% and less than 11.5%.

Northwest - Percent of Adults living in Poverty



The chart below describes the number of senior adults in each county over the age of sixty-five, the population below poverty level, and the percent of seniors in poverty. Kittson has the highest percentage at 18%. Roseau has the lowest at 5.8%. The remaining five counties lie between these highs and lows.

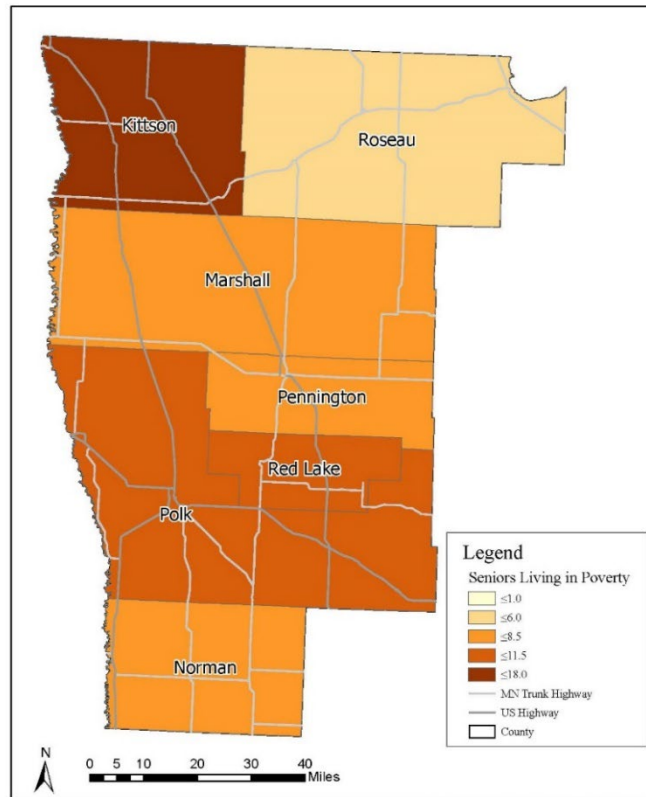
Table 13: Seniors Below Poverty Level (65 years and over)

County	Number of Adults	Population below Poverty Level	Percent of Total
Kittson	1032	186	18%
Marshall	1972	156	7.9%
Norman	1396	101	7.2%
Pennington	2545	193	7.6%
Polk	5674	635	11.2%
Red Lake	802	75	9.4%
Roseau	2562	149	5.8%

Source: <https://www.census.gov/data.html>

The map created by MnDOT shows the percent of seniors living in poverty. Kittson has the highest percentage of seniors living in poverty at 18%. Roseau County is greater than or equal to 1% and less than 6. Marshall, Pennington, and Norman Counties have between 6 and 8.5% senior population living in poverty. Red Lake and Polk Counties have between 8.5 and 11.5% senior population living in poverty.

Northwest - Percent of Seniors living in Poverty



Source: 2019 American Community Survey 5 Year Estimate

Table 14 describes the individuals with a disability in each county and the number of those people with a disability that are also living below the poverty level. The Region has a high percentage of people that have a disability and are also below the poverty level. The data interpolates that if a resident is living with a disability there is a 91.6% and higher chance that individual is also living in poverty. Norman County has the lowest percentage of total at 91.6%, and Pennington County is the highest percentage with 95.9%. The remaining counties fall between these variables. This table illustrates that the need for individuals with disabilities is compounded because their general financial status is below the poverty level, showing where transit services are critical to their ability and to where they live.

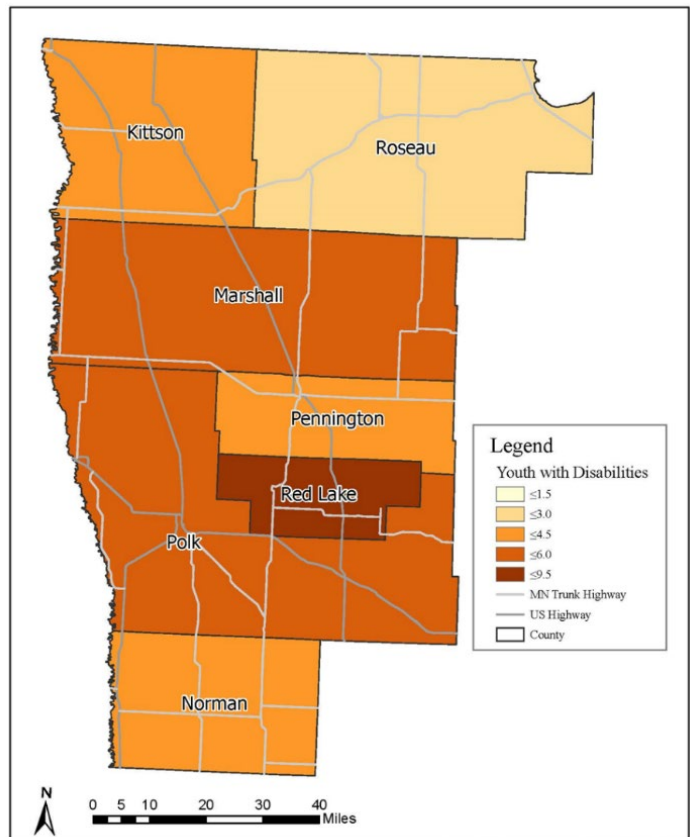
Table 14: Individuals with a Disability Below Poverty Level

County	Number of Persons with a Disability	Population below Poverty Level	Percent of Total
Kittson	484	448	92.5%
Marshall	1148	1069	93.1%
Norman	775	710	91.6%
Pennington	1737	1666	95.9%
Polk	4035	3834	95%
Red Lake	486	447	91.9%
Roseau	1634	1562	95.5%

Source: <https://www.census.gov/data.html>

The map created by MnDOT shows the percent of youth with a disability. Red Lake County has the highest percentage of youth with disabilities. Roseau County has the least youth with disabilities. The remaining counties fall between these ranges.

Northwest - Percent of Youth with Disabilities



Source: 2019 American Community Survey 5 Year Estimate

Households with Incomes Below the Poverty Level

Households below the federal poverty level are defined by the Department of Health and Human services as a household of four having an annual income of no more than \$26,500. Table 14 below depicts the number of households below the poverty level and the percentage of households in the area that are living below the poverty level. Marshall County has the lowest percent of households living below poverty at 4.5%. Pennington County has the highest percentage of households living below poverty at 8%. The remaining five counties fall between these ranges. According to the statistics Pennington at 8% has the highest need for transit services based on household income levels. Following Pennington is Kittson at 6.9%; Roseau at 6.7%; Polk at 6.3%; Norman and Red Lake at 5.2%; and Marshall at 4.5%. This information is only one item to illustrate where the biggest needs are for transit services in region one.

Table 14: Households Below Poverty

County	Households Below Poverty	Households Above Poverty	Percent Below Poverty of Total
Kittson	72	1097	6.9%
Marshall	117	2487	4.5%
Norman	89	1619	5.2%
Pennington	292	3364	8.0%
Polk	485	7208	6.3%
Red Lake	58	1053	5.2%
Roseau	267	3713	6.7%

Source: <https://www.census.gov/data.html>

Zero-Vehicle Households

Region 1 has three grant-in-aid cities which shows that the region has a low population level. The region is very rural and long distances between the cities are making the dependence on vehicles very important. The largest population centers also have the highest percent of zero vehicle households. These cities/counties that make up the grant-in-aid cities are also the ones with the best transit services. The region has several locations that have been identified as needing more service. The recent deployment of Uber and Lyft in the region will provide substantial service availability that has not been available in the past. These services however are often too expensive for the clientele that needs transit services. Tri-Valley has noticed the need for more service in our larger communities especially East Grand Forks, Thief River Falls, and Crookston. These are also cities with colleges that often have students that need transit service. Households without a motor vehicle are important to identify in human services transportation and transit plans. Households without access to vehicles rely more heavily on transit and alternative transportation options. The RTCC will focus on identifying communities needing additional services and work with personnel from within those counties and the providers to find solutions for more assistance. This assistance also needs more funding to make those services available.

Table 15 shows the number of vehicles per household and the percentage of households that contain zero-vehicles.

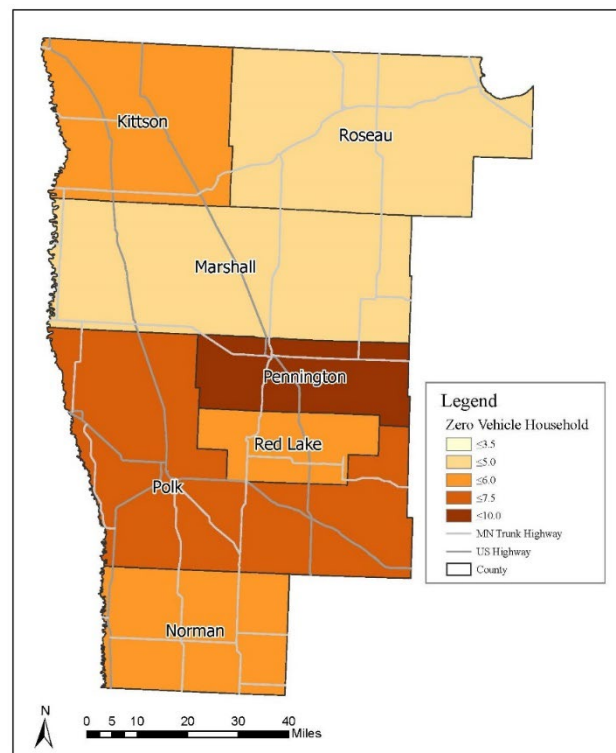
Table 15: Zero Vehicle Households

County	Total Households	Zero Vehicle Households	1 Vehicle	2 Vehicle	3 or More Vehicles	Percent Zero-Vehicle of
Kittson	1862	95	502	685	578	5.1
Marshall	3951	166	934	1500	1371	4.2
Norman	2768	155	697	1021	910	5.5
Pennington	6000	480	1679	2302	1597	8
Polk	1252	839	3946	4579	3306	6.7
Red Lake	1655	91	377	632	610	5.5
Roseau	6024	247	1552	2248	1814	4.1

Source: <https://www.census.gov/data.html>

The map to the right created by MnDOT shows the percentage of zero vehicle households in the region. Roseau County has the lowest percentage of zero vehicle households with 4.1%. Pennington has the highest percentage of zero vehicle households with 8%. The remaining counties fall between these two ranges. Pennington and Polk counties have the highest percentage of zero vehicle households in the region. This fact falls into alignment that these counties are also at or near the top in total households. Roseau has a slight edge in the number of households over Pennington however Pennington has a higher percent of zero vehicle households making the needs for additional services higher in Pennington County.

Northwest - Percent Zero Vehicle Households



Source: 2019 American Community Survey 5 Year Estimate

Commuting to Work

Region 1 is a very independent portion of the state. Residents from this region prefer to do things for themselves. The culture of the people in region one as described in the study area, mentioned a population descended from the Swedish, Norwegian, German, Asian, Polish and French-Canadians who settled in the area in the late 1800's. These ethnic people have endured many hardships and developed progressive thinking along with an attitude that obstacles can always be overcome. Independence is a way to achieve goals in life. This upbringing is still very prevalent today as people prefer to drive alone over car-pooling or using public transportation. The public transportation services often do not meet the needs for starting and ending hours of a business. The distance needed to travel for work make the availability of having more than one trip

economically unsustainable.

Region 1 residents are getting to their place of work primarily by driving alone. Kittson County has the lowest percentage of residents that drive alone at 73.4%. Polk County has the highest percentage of people driving alone at 88.5%. Carpooling ranges from 6.5% in Pennington County to a high of 12.3% in Roseau County. Using public transportation has the lowest percentage of use in the region ranging from 0% in Kittson, Marshall, and Red Lake Counties to .5% for Norman, Pennington, and Polk Counties. Roseau has .3% using public transportation. Walking and bicycling to work have a higher percentage of use than public transportation. Working at home ranged from 3.8% in Pennington County to 12% in Marshall County.

Table 16 outlines the mode of transportation in which residents get to work per county. The modes of getting to work are split into six categories.

Table 16: Commuting to Work

County	Drove Alone	Carpooled	Public Transportation	Walked	Bicycle	Worked at Home
Kittson	73.4%	10.	0%	5.7%	.1%	9.9%
Marshall	76%	8.8	0%	2.5%	.1%	12%
Norman	75.2%	10.	.5%	5.1%	.9%	6.8%
Pennington	84.6	6.5	.5%	1.8%	0%	3.8%
Polk	88.5	10	.5%	3.2%	.6%	6.1%
Red Lake	77.1	11	0%	6%	.2%	5.3%
Roseau	74.7	12.	.3%	1.7%	.4%	9.4%

Source: <https://www.census.gov/data.html>

Place of Work

Table 17 shows the place of work for the residents in Region 1. Roseau County ranks highest with 94.6% of the people working in the county they live in. Pennington County ranks second highest with 90.8% of the residents working in the county they live. These attributes can be contributed to the large manufacturing industries in these counties. Roseau County has Polaris and Marvin Windows who employ thousands of residents. These companies also bring in many people from outside the county for employment.

Red Lake County has the lowest percentage of residents working in the county they live at 45.7%. Red Lake County is known as a bedroom community where people live and work in adjacent counties because employment opportunities are not available. Homark Homes builds homes and Central Boiler recently bought out NW Manufacturing to make Altoz Lawn mowers in Red Lake Falls. These two manufacturing businesses along with agricultural business are Red Lake Counties primary job providers.

Norman County also has a high percentage of residents that work outside the county. They simply do not have enough business within the county to employ enough residents. Norman County is also a bedroom community for residents that work in the Fargo-Moorhead area. There are two new

agricultural sectors currently being built in Norman County that may have the need for transit services. They include a hog operation and dairy facility. Tri-Valley Bus has been informed of this future need and will work with the county to assist in transportation opportunities.

Pennington County used to get specialized transit trips from Mahanomen, Bagley, Crookston, and East Grand Forks for people that worked at Digi-Key, Arctic Cat, or went to school at the community college. Covid impacted that service, and its hopeful that the service will become available again once everyone is back to 100% normal operation. Digi-Key still has a large number of employees working from home. Tri-Valley Bus will continue to offer these services as they are needed.

Roseau County may be able to provide a similar type of service with Paul Bunyan Transit as the RTCC works with the Industries of Polaris and Marvin Windows to meet the industries start and end times for the working employees.

Marshall County also has a high percentage of people that work outside the county as many county residents work in larger communities like Crookston, Thief River Falls, or Grand Forks/East Grand Forks. 35% of the Marshall County residents work outside the county. The county is primary agricultural.

Polk County has 8% of its residents working outside of the county. This is due to the substantial number of businesses in Polk County, and it is also the region’s largest land mass and population-based county in the region.

Kittson County has 16.9% of residents that work outside the county. Kittson is primarily agricultural with many businesses that deal with agricultural service or human services like hospitals, schools, and government work. Kittson County is also located on the Canadian and North Dakota border. There is little development in the surrounding area outside of agriculture.

Table 17: Place of Work

County	Works in County of Resident	Percent of Total Work Within	Works Outside County of	Percent of Total Works Outside
Kittson	2957	68.6%	729	16.9%
Marshall	5295	56.5%	3280	35%
Norman	4036	61.9%	1441	22.1%
Pennington	12969	90.8%	1043	7.3%
Polk	20804	66.0%	2522	8.0%
Red Lake	1835	45.7%	2003	49.9%
Roseau	14532	94.6%	753	4.9%

Source: <https://www.census.gov/data.html>

Minority Communities

Region 1 is predominantly white; Polk County has the highest population in each of the classifications in the region. The Hispanic class makes up the second largest class of residents following white Americans in the region.

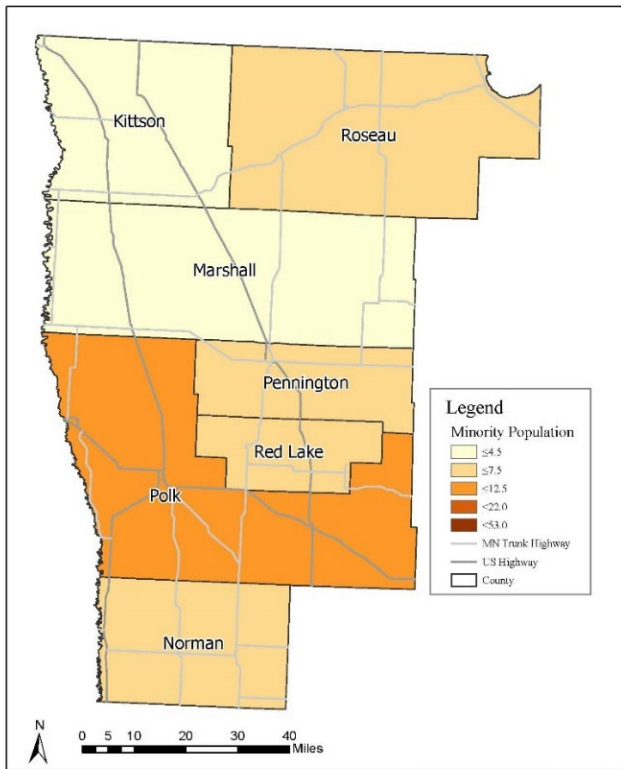
Table 17: Population by Race

County	White	Black of African American	Asian	Hispanic or Latino	American Indian or Native	Two or More Races
Kittson	4150	64	29	40	22	42
Marshall	9073	33	33	424	34	126
Norman	6080	65	26	332	145	160
Pennington	13329	153	165	537	233	270
Polk	28896	686	312	2046	549	693
Red Lake	3821	20	0	155	68	89
Roseau	14214	146	416	202	281	263

Source: <https://www.census.gov/data.html>

The map below depicts the Regions percent minority population. The region has a low minority population with Kittson and Marshall Counties with the lowest minority population at less than or equal to 4.5%. Roseau, Pennington, Red Lake, and Norman have a minority population of less than or equal to 7.5%. Polk County has the highest minority population with less than or equal to 22%.

Northwest - Percent Minority Population



Limited English Communities

Table 18 describes each counties percentage of population that speaks English only or speak English very well. The table also lists the counties that speaks English less than very well. Each of the counties in Region 1 speaks English only or speaks English very well at 93% or greater. Polk County has the lowest percentage of English proficiency at 93%. This table illustrates that Polk County, which has the highest population in the Region, may need assistance with the English language barrier.

Table 18: Limited English Population

County	Speak English only or speak English “very well”	Percent of Total	Speak English less than “very well”	Percent of Total
Kittson	3949	97.1%	13	.3%
Marshall	8409	95.4%	116	1.3%
Norman	5877	95.4%	122	2%
Pennington	12560	94.8%	191	1.4%
Polk	27297	93%	835	2.8%
Red Lake	3632	96.7%	23	.6%
Roseau	13948	96.4%	229	1.6%

Source: <https://www.census.gov/data.html>

Language Assistance Plan for Northwest Regional Development Commission

Effective:

05/10/2020

Purpose

The purpose of this Language Assistance Plan (hereinafter “plan”) is to meet Federal Transit Administration’s (FTA’s) requirements to comply with Title VI of the Civil Rights Act of 1964, which prohibits discrimination based on race, color, or national origin. As a subrecipient of FTA funds, this transit system is pledged to take reasonable steps to provide meaningful access to its transit services for persons who do not speak English as their primary language and who have a limited ability to read, speak, write, or understand English. The FTA refers to these persons as Limited English Proficient (LEP) persons.

The completion of this plan for persons with Limited English Proficiency conforms to the requirements of the FTA Circular 4702.1B Title VI Requirements and Guidelines for Federal Transit Administration Recipients.

The U.S. DOT’s FTA Office of Civil Rights’ publication “Implementing the Department of Transportation’s Policy Guidance Concerning Recipients’ Responsibilities to Limited English

Proficient Persons – A Handbook for Public Transportation Providers,” dated April 13, 2007, was used in the preparation of this plan.

The plan for Northwest Regional Development Commission contains:

- A. A needs assessment based on the four-factor analysis
- B. Language assistance measures
- C. A staff training plan
- D. Methods for notifying LEP persons about available language assistance
- E. Methods for monitoring, evaluating, and updating the plan

A. LEP Needs Assessment – the Four-Factor Analysis

Factor one. The number or proportion of LEP persons in our service area who may be served or are likely to encounter a transit program, activity, or service

We assessed the following information (as checked) about LEP persons to determine the number or proportion of LEP persons who might use or want to use our transit services:

- X 2010 US Census data/American Community Survey data
- Survey results:
- Local school district data
- Locally Coordinated Human Services Plan
- Other Human Services data
- Area/Metropolitan Planning Organizations/Regional Development Commission data
- X Information from local organizations (religious, legal, social service, etc.) about LEP persons in our service area
- X Reports from drivers, dispatchers, and others about contact with LEP persons
- Other information: Describe:

According to data provided by Mn/DOT from the 2010 American Community Survey 2007-2011 Five-Year estimate:

- 1) The total number of LEP persons in our service area is 1,513.
- 2) The total eligible population in our service area is 85,533.
- 3) The proportion of LEP persons to the total eligible service population is 1.77%.

Factor two. The frequency with which LEP persons come in contact with our transit programs, activities, or services

Although data from the 2010 census indicates we have approximately 1.6% of our service area population that has limited English, Northwest Regional Development Commission has not experienced any of those individuals that have language difficulties.

The conclusions drawn from examining this information about LEP persons seeking transit services with Northwest Regional Development Commission servicing the Cities of Thief River Falls, Crookston, East Grand Forks, Hallock, Ada, Fosston and Counties of Kittson, Roseau, Marshall, Pennington, Red Lake, Polk, and Norman does not have individuals with limited English using our services or that need or may need language assistance.

Factor three. The nature and importance of programs, activities, or services provided to the LEP population.

Northwest Regional Development Commission feels it is important to serve everyone in our service area, including individuals with limited English. Currently we do not have any individuals requesting service that meet the criteria, but if an individual or group of individuals come into our service area and are needing language assistance we have Tri-Valley Opportunity Council and the Tri-Valley Bus that has Spanish speaking translators on staff. University of MN-Crookston and the University of MN-Duluth have staff available for translation purposes. We also would plan to use the MN DHS Language Line for interpretation services.

Factor four. The resources available to our transit system and the overall cost to provide language assistance

Our current budget for marketing to or communicating with LEP persons in their language about transit services that are available to them is \$ 0 . We have included funding of \$ 2,500 for language line fees, staff training, translation services, brochures, flyers, posters, newspaper ads, radio ads, and website publications in the RTCC position.

B. Language Assistance Measures

There are several language assistance measures that are available to Northwest Regional Development Commission. These include:

Check off any items below that are relevant and provide a short narrative to explain your future efforts.

- X Translation of key documents in the following language(s): Spanish
- X Arranging for availability of oral translators
- X Communication with LEP persons' groups about transit services
- Posting notices in appropriate languages informing LEP persons of available services
- X Other: Describe: MN DHS Language Line will coordinate for the LEP population

The Northwest Regional Development Commission is currently coordinating services with the language line when the services are required for LEP persons.

C. Staff Training

To ensure effective implementation of this plan, the transit system will schedule training at orientations for new staff and for all relevant employees on an annual basis to review:

- the transit system’s Language Assistance Plan
- demographic data about local LEP population
- printed LEP persons’ materials
- how to handle verbal requests for transit service in a foreign language
- responsibility to notify transit manager about any LEP persons’ unmet needs

D. Notice to LEP Persons about Available Language Assistance

NWRDC plans to notify LEP persons in their own language about the language assistance available to them without cost by using the following methods:

- signs on buses or at bus stops
- brochures
- posters
- sending information to local organizations that work with LEP persons
- telephone messages
- local ads (newspaper, radio, TV)
- website notices
- information tables at local events, grocery stores, pharmacies, and churches
- Other: Describe: _____

E. Annual Monitoring, Evaluating and Updating Plan

The transit system will review this plan during its annual review with its Mn/DOT transit project manager by:

- assessing its effectiveness (e.g., comparing numbers of LEP persons served by year, number of requests for language assistance received during the year)
- assessing the sufficiency of staff training and budget for language assistance
- reviewing current sources for assistance to ensure continuing availability
- reviewing any complaints from LEP persons or about their needs that were received during the past year

This plan will be reviewed by our transit system annually. Revisions of this plan will be approved by the Executive Director and dated.

F. Dissemination of Plan

This Language Assistance Plan is available by contacting the NWRDC at 218-745-6733 or via <https://www.nwrdc.org/>

This plan is also available at no cost in English upon request by telephone, fax, and mail, or

in person.

If requested to be provided in another language and it is feasible to have it translated, information will be provided at no cost to the requester.

G. Contact Information

Questions or comments about this plan may be submitted to:

Darla Waldner
Executive Director
109 S. MN St. Warren, MN 56762

218-745-6733
NWRDC
darla@nwrdc.org

Economic Conditions

Historically, the region has relied on manufacturing and agriculture as the main economic drivers. For a region of just over 84,000 people, northwest Minnesota is fortunate to have our agricultural roots and our major manufacturers to act as the foundation of our regional economy.

The agriculture industry is very much at the mercy of mother nature and the global trade market, but it has been stable for the past few years. Supply chain, inflation, and international conflict are currently impacting the agriculture industry. While commodity prices have risen, so have the cost of inputs due to inflation and the supply chain bottlenecks. Unfortunately for the Ag industry, commodity prices tend to fall much faster than the cost of inputs providing strain for years to come.

The manufacturing industry in the region has seen increased demand for products produced but are facing challenges in producing product. Again, supply chain bottlenecks are a limiting factor in shorter term, but several of the major manufacturers have already implemented plans for long term growth. The region's labor force shortage will continue to be a challenge for all employers as job openings continue to out-pace applicants.

In general, the region is facing a decrease in population. Our largest age cohort is of the baby boom generation, and the pandemic seems to have accelerated what is called the great resignation, providing a greater strain on employers to fill job vacancies. The region has seen growth in the 34-45 age cohort, but housing and childcare continue to be barriers for new residents especially with children. The average wage is strong for rural Minnesota due to the competition for labor, but the low housing availability and cost of new construction still creates a valuation gap and an affordability gap for most of the region. Childcare in the region is facing a significant shortfall. There is high turnover for in-home providers, and the childcare center model faces cashflow issues in addition to the same workforce shortage as the rest of employers.

Employment Status

Region 1 has a very low unemployment percentage, and agencies are seeking people to fill vacancies. The small number of workers and competitive pay scale from other agencies like Tran systems, the agriculture sector, construction companies, and over the road truck drivers make hiring and retaining transit drivers difficult. Our transit agencies need to pay higher wages to keep staff. This practice makes their operating costs higher than providers in other parts of the state. The testing and strict rules the transit providers enforce on staff often leads employees to seek opportunities with less workforce enforcement on policies. This results in a higher pay scale rate and better benefit package from our providers.

Kittson and Marshall Counties have the lowest percentage of total population that are unemployed at 1.4%. Polk County has the highest percent of total population unemployed at 2.2% which is still considerably lower than the state average rate of 3.7% unemployment. Often times, the unemployed individuals do not own a vehicle and need a mode of transportation to seek job opportunities. This makes our transit providers important to sustaining a viable life in Northwestern Minnesota. One of the needs pointed out from public workshop was the need for later hours of service to provide rides for people that work a second or third shift at one of the large industries located in the region.

Arctic Cat, Polaris Industries, and Marvin Windows all have second shifts and at certain times of the year run a third shift. Our steering committee has heard about the need for longer service hours for years. It is hard for the providers to keep a bus in operation later in the evening because of several factors which include marketing to inform the public about bus availability, the lack of riders, and not having drivers available to work a later shift.

The Region is just starting to get Lyft and Uber as options, and those business ventures have the opportunity for providing jobs for people who currently are unemployed or could provide a second job for those seeking to add additional income.

Table 19: Regional Employment Status

County	Employed	Unemployed	Not in Labor Force	Percent of Total Population Unemployed
Kittson	2232	48	1227	1.4%
Marshall	4827	108	2534	1.4%
Norman	3164	94	1903	1.8%
Pennington	7591	222	3416	2.0%
Polk	15705	548	8440	2.2%
Red Lake	1992	59	1089	1.9%
Roseau	8302	217	3519	1.8%

MOBILITY TODAY

Major Trip Generators

Employment:

The NWRDC Region has several large manufacturing businesses, large farm operations, government centers, hospitals, and schools that are the major trip generators in the region. Steering committee members have discussed means of coordinating transit rides to these businesses and will pass that goal onto the RTCC. The RTCC will seek ways to serve these individuals working at these major trip generating businesses. Agricultural processing plants like American Crystal Sugar has four plants in or just adjacent to the NWRDC Region. Polk County has two processing plants: one in Crookston, and one in East Grand Forks. Drayton, ND has a processing plant just west of Hallock in Kittson County. Hillsboro, ND has a plant just west of Hallock in Norman County. These plants employ thousands of workers in the region and are major trip generators.

Warroad, near the Canadian Border, is the only American Port on Lake of the Woods. It is home to a diverse population of 1,722 people. The population within five miles of Warroad is over five thousand. This population group provides a needed use for transit services in Roseau County. Warroad offers many recreational opportunities as it is surrounded by water and acres of National and State Forest. Marvin Windows employs over 5,500 people across fifteen cities in North America. Warroad has the largest production facility and a need for transit use among the workers. These employees travel from Canada and various cities from around Northwestern Minnesota. Paul Bunyan Transit serves Warroad and will coordinate with Marvin Windows to help serve the employees that need transit for work purposes. The RTCC will coordinate discussion between Marvin's Human Resource staff and Paul Bunyan to develop an operational plan that serves the most individuals.

The City of Roseau is home to Polaris Industries who employ over 2,100 people at the plant in Roseau and also has numerous people working in other locations around Minnesota. Polaris is like Marvin Windows which has three shifts working 24-hours a day. The City of Roseau and the county have a need to expand and coordinate ride times to best serve the cliental in the city and county. Another large manufacture in Kittson County is Central Boiler in Greenbush. They produce outdoor wood burning stoves and lawn mowers that ship worldwide. Paul Bunyan provides the transit services in Greenbush; however, the business is located south of city limits and service is not provided there at this time. The RTCC will discuss this possible expansion with Paul Bunyan and Central Boiler in future years. This location would benefit from Uber or Lyft type services for the population that need transportation.

Three other manufacturers in Roseau also have large staff that could potentially use transit services if they were able to coordinate start times with the bus schedules. Karl Manufacturing, B&B Diversified, and Intercept all located in Roseau provide services and parts for Polaris and other business around the country.

The City of Roseau is the County Seat and home to Lifecare Medical Center where many people travel for work and doctor appointments. Lifecare Medical Center is a major generator that attracts travelers from Canada, Kittson, Roseau, Marshall, Lake of the Woods, and Beltrami Counties. The Roseau Manor is a senior center that also has a bus and provides rides to clients at the facility. The RTCC is continuing to work with the Warroad Senior Living Center on coordination efforts where the van operated by the living center would be shared with volunteer drivers and could be used to transport clients from Warroad to Roseau or other locations in the county. This has been an accomplishment that was identified in the 2016 LCP. The Living Center was able to negotiate with their insurance provider to cover drivers with an umbrella policy. This information is being widely shared with other facilities willing to share vehicles in the region. Social Services, the ODC, and DACs in the region will be important partners with the RTCC in the development of shared resources. The insurance coverage was always the limiting factor and cost prohibitive.

Kittson, Norman, and Marshall Counties are very agriculturally driven. Government facilities and schools are the primary job providers following the agricultural sector. The hospital, government sector and school, along with agriculture are the primary trip generators in Hallock. Matrax in Karlstad is another world-wide distributor of trax and employs a large number of people in Kittson County.

The City of Ada serves as the county seat in Norman County. Government, the hospital, agriculture, and the school are the primary trip generators. The efforts of the LCP have identified the need for additional transit services around the Twin Valley area as a swine and dairy facility are being constructed and housing will be built for the employees of these facilities. The RTCC will assist coordination efforts between Tri-Valley and Norman County to schedule services as needed. Ericco Manufacturing, government, the school in the county seat of Warren along with North Valley Health Center are the primary trip generators in Marshall County. Tri-Valley bus serves all three of these counties at least 1-day a week.

Pennington County is the third largest county in the region, and Thief River Falls is the County Seat and has the largest manufacturing business in Northwestern Minnesota. Digi-Key ships packages globally and has over 4,500 employees. Prior to the pandemic Tri-Valley provided a shuttle service from Crookston and Bagley to Thief River Falls along with providing rides from the parking lot to the business. Thief River Falls also has the only regional airport in the NWRDC region. Tri-Valley provides service to the airport. There is taxi service in Thief River Falls that provides service seven days a week.

Shopping:

The Region has three grant-in-aid cities that also serve as regional trade centers and have the primary shopping, tourism, medical, and the most human service options of any other community. Thief River Falls, Crookston, and East Grand Forks are the three grant-in-aid cities. Roseau, Warroad, Red Lake Falls, and Fosston also serve as major destination centers within the region and serve as important destinations for residents of the region and residents from Canada who often attend school in the region or doctor in Minnesota.

Education:

Region 1 has twenty-seven school districts that are a major trip generator. There are several key natural resource learning centers in the Region as well that serve as major trip generators. The Agassiz Audubon Center, the Agassiz Valley Water Resources Management Project and NW Minnesota Pollinator Garden located east of Warren provide nearly five square miles of habitat with a variety of constructed wetlands. It is a great place to spot (and photograph) wildlife. The forests in the region are major trip generators for ATV enthusiasts. Local clubs will assist the elderly and handicapped populations with guided tours of the Beltrami Island State Forest. There are handicapped accessible structures for people to enjoy while experiencing the variety of natural environments in northern Minnesota. The region has several rivers that promote tourism for tubing on the Red Lake River in Red Lake Falls. Each year thousands of people camp and recreate on the Red Lake River.

The Agassiz Environmental Learning Center (ELC) located in Fertile fosters a greater awareness of the interrelationships between humans and nature to the youth in the region. The Agassiz ELC provides quality hands-on learning opportunities in the unique Fertile Sand Hills to promote stewardship of natural resources for present and future generations.

The region has the University of Minnesota-Crookston, University of North Dakota just over the border in Grand Forks (North Dakota), Northland Community College in East Grand Forks and Thief River Falls of which Tri-Valley has coordinated shuttle services for these colleges prior to the pandemic. These services are expected to get back into operation.

Public Service/Medical/Specialty Services

Each county in the region has a social service office located in the county seat that serves as a major trip generator. The county seat also generally has many other services that residents travel into a larger city for. The hospitals, courthouses, grocery stores, clinics, dentists, veterinary clinics, museums, chiropractor's offices, historical sites, schools, and shopping all occur in these larger cities within each county.

Program Demand Analysis**Demand Estimation as Part of Needs Assessment**

Program Trips are defined as those trips that would not be made without the existence of a specific social-service program or activity. The distinguishing factor is that the trip time and destination are set not by the traveler, but by the agency sponsoring the trip. Equations were presented in Transit Cooperative Research Program (TCRP) Report 3 for use in estimating Program Trip demand based on specific Census data. These formulas can be accessed from TCRP Report 3 online.

Given the high variance in program trip demand that was observed in data obtained since the publication of TCRP Report 3, it is recommended that better estimates can be derived by using specific information collected directly from individual programs. To develop an estimate of the demand for program trips begin by listing the known programs in your area. Obtain from the agencies

providing these services the following data using Table 20 below:

- Number of program participants
- Number of days per week that the program meets
- The number of weeks per year the program is offered
- The proportion of program participants who attend the program on an average day
- The proportion of program participants who require transportation service. It has been observed that some people use provided transportation even though they can drive and own a vehicle because the ride is considered a part of the social aspect of the program. These individuals should be included in the proportion figure.

Table 20: Program Transportation Data

Program Name	Fosston School	PB DAC	PB Focus
Number of Participants	18	16	22
Number of Events per Week	1	5	4
Percent of Participants who Attended on an Average Day	80%	90%	91%
Percent of Participants who are Transit Dependent or Likely to use Transit	50%	100%	100%
Number of Weeks the Program is Offered per Year	22	52	52
Results x 2	317	8320	8328

List of Human Service Program Providers Impacted by Transportation

Agency Name: Kittson County Human Services

Transportation Service Type: Public Transit

Other Services Provided: child and adult protection, long term care consultation, and services for persons with developmental disabilities/related conditions, mental illness, other disabilities, and chemical dependency. There is also support for both custodial and non-custodial parents in the establishment and enforcement of child support, childcare, and medical support.

Contact Information: 218-843-2689 ext. 134

Hours: Monday through Friday from 8:30 a.m. to 4:30 p.m.

Service Area: Kittson County

Eligibility Requirements: Live in County

Website: <https://www.co.kittson.mn.us/2188/Social-Services>

Agency Name: Roseau County Human Services

Transportation Service Type: Public Transit

Other Services: responsible for providing protective services to vulnerable adults and children, for helping the elderly and disabled to achieve their highest level of independence, for providing child support services to custodial and non-custodial parents, and for assisting indigent and low-income families and individuals to meet their basic needs or to become self-sufficient.

Contact Information: 218-463-2411

Hours: Monday through Friday from 8:00 a.m. to 4:30 p.m.

Service Area: Kittson County

Eligibility Requirements: Live in County

Website: https://www.co.roseau.mn.us/government/s - z/social_services/index.php

Agency Name: Marshall County Human Services

Transportation Service Type: Public Transit

Other Services Provided: The purpose of Marshall County Social Services is to plan and administer a variety of programs and services that are intended to protect and support families and individuals. The Income Maintenance unit assists eligible persons with cash, medical, and food assistance while the Social Service unit provides child and adult protective services and assists vulnerable and disabled persons achieve independence. Child Support is a third unit within the Department and assists with the payment and collection of child support.

Contact Information: 218-745-5124

Hours: Monday through Friday from 8:30 a.m. to 4:30 p.m.

Service Area: Marshall County

Eligibility Requirements: Live in County

Website: https://www.co.marshall.mn.us/departments/social_services/index.php

Agency Name: Pennington County Human Services

Services provided: responsible for administering financial programs, child support services and social services under state supervision. The Department assists indigent and low-income families and individuals to meet their basic needs or become self-sufficient, provides child support services to custodial and non-custodial parents, and provides protective services to vulnerable adults and children and assists the elderly and the disabled to achieve their highest level of independence.

Contact Information: 218-681-2880

Hours: Monday through Friday from 8:00 a.m. to 4:30 p.m.

Service Area: Pennington County

Eligibility Requirements: Live in County

Website: <https://co.pennington.mn.us/index.php/services/human-services>

Agency Name: Red Lake County Human Services

Services provided: Child Protection matters such as intervention, prevention and resolution of child abuse and neglect. Adult Protection matters such as intervention, prevention and resolution of elder abuse and neglect. Mental Health services such as intervention, maintenance, and support of

mentally ill persons. Chemical Dependency services which include assessments, recommendations for services and support for chemically dependent persons. Developmentally Disabled services like assisting with maintenance and support and living arrangements. Day Care licensing and supervision. Foster Care licensing and supervision. Adoption Services. Alternative Care which includes prevention of nursing home placements by in-home service to the elderly. Waiver Services: CAC, DD, EW, CADI, BI, and MSHO

Contact Information: 218-253-4131

Hours: Monday through Friday from 8:00 a.m. to 4:30 p.m.

Service Area: Red Lake County

Eligibility Requirements: Live in County

Website: <https://www.co.red-lake.mn.us/?SEC=C626CF10-DE7F-4E15-B023-BB1D111D3817>

Agency Name: Polk County Human Services

Services provided: responsible for administering financial programs, child support services and social services under state supervision. The Department assists indigent and low-income families and individuals to meet their basic needs or become self-sufficient, provides child support services to custodial and non-custodial parents, and provides protective services to vulnerable adults and children and assists the elderly and the disabled to achieve their highest level of independence.

Contact Information: 218-281-3127

Hours: Monday through Friday from 8:00 a.m. to 4:30 p.m.

Service Area: Polk County

Eligibility Requirements: Live in County

Website: <https://www.co.polk.mn.us/Directory.aspx?did=34>

Agency Name: Norman County Human Services

Services provided: effectively and efficiently deliver essential services to families and individuals so they can achieve their potential through active community participation and to protect, promote and improve the health and quality of life in Norman County.

Contact Information: 218-784-5400

Hours: Monday through Friday from 8:30 a.m. to 4:30 p.m.

Service Area: Norman County

Eligibility Requirements: Live in County

Website: https://www.co.norman.mn.us/departments/social_services/index.php

Program Demand Analysis

Program Trips are defined as those trips that would not be made without the existence of a specific social-service program or activity. The distinguishing factor is that the trip time and destination are set not by the traveler, but by the agency sponsoring the trip. Equations were presented in Transit Cooperative Research Program (TCRP) Report 3 for use in estimating Program Trip demand based on specific Census data. These formulas can be accessed from TCRP Report 3 online.

Given the high variance in program trip demand that was observed in data obtained since the publication of TCRP Report 3, it is recommended that better estimates can be derived by using

specific information collected directly from individual programs. To develop an estimate of the demand for program trips begin by listing the known programs in your area. Obtain from the agencies providing these services the following data using Table 20 below:

- Number of program participants
- Number of days per week that the program meets
- Number of weeks per year the program is offered
- Proportion of program participants who attend the program on an average day
- Proportion of program participants who require transportation service. (It has been observed that some people use provided transportation even though they can drive and own a vehicle because the ride is considered a part of the social aspect of the program. These individuals should be included in the proportion figure.)

Table 20: Program Transportation Data

Program Name	School delivery by Fosston Transit	DAC Paul Bunyan	Focus Paul Bunyan
Number of Participants	18	16	22
Number of Events per Week	1	5	4
Percent of Participants who Attended on an Average Day	80%	90%	91%
Percent of Participants who are Transit Dependent or Likely to use Transit	50%	100%	100%
Number of Weeks the Program is Offered per Year	22	52	52
Results x 2	317 annual trips	7488 annual trips	8328 annual trips

Existing Transportation Services

The following information is based on tabulations from the survey and interview results. A total of twenty-three organizations provided information about their services.

List of Transportation Service Providers

Argyle HOPE, a member of the Live at Home Program

Address: P.O. Box 17, Argyle 56713

Phone: 218-437-8431

<http://www.argylehope.com/>

DAV of NW MN Transportation Program (Veterans services)

Phone: 855-277-9787

<http://davmn.org/transportation/6923-2/>

Service Provided: Dial A Ride

Service Area: MN and ND Veterans Clinics

Vehicle Type: Van or Car

Cost: Free to Veterans

Capacities: Wheelchair Accessible

Available: Monday-Friday; possible weekend

Purpose: On-demand

East Grand Forks City Area Transit

Address: 600 Demers Ave, East Grand Forks 56721

Type: Public

Service Provided: Fixed Route and Dial A Ride

Rider Accommodations: Curb to Curb

Service Area: East Grand Forks

Vehicle Type: Bus

Eligibility Requirements: None

Falls Diverse Abilities Corporation

Address: 205 W 13th St, Thief River Falls 56701

Phone: 218-681-5951

Eligibility Requirements for Passengers: Program Participants

Fosston City Bus

Address: 220 1st St E, Fosston 56742

Phone: 218-435-1959

<https://www.fosston.com/>

Type: Public

Service Provided: Dial A Ride

Rider Accommodations: Curb to Curb

Service Area: Up to two miles outside Fosston city limits

Vehicle Type: Bus

Cost: \$.50 per trip

Capacities: Accommodates 2 wheelchairs

Availability: M-F, 8 am to 4:30 pm

Purpose: On Demand

Eligibility Requirements: None

Jefferson Lines

Phone: 858-800-8898

Hours: 7:30am – 7pm Monday through Friday

Service Area: Polk County

Transportation Service Type: Private Bus
Eligibility Requirements: None

Kittson County Day Activity Center
Address: 102 Hill St, Lake Bronson 56734
Phone: 218-754-2225

Marshall County Social Services
Address: 208 Colvin Ave Suite 14, Warren 56762
Phone: 218-745-5124
https://www.co.marshall.mn.us/departments/social_services/index.php

Middle River-Thief Lake Living At Home
Address: 120 Hill Ave, Middle River 56737
Phone: 218-222-4466
<http://mrtlseniors.lahnetwork.org/>

The Meadows Assisted Living
Address: 306 Washington Ave W Karlstad, MN 56732
Phone: 218-436-3561

Occupational Development Center - Crookston
Address: 310 S Broadway, Crookston 56716
Phone: 218-281-3326
<https://odcmn.org/>
Eligibility Requirements for Passengers: Program Participants

Occupational Development Center – Thief River Falls
Address: 1502 Hwy 32 S, Thief River Falls 56701
Phone: 218-681-4949
<https://odcmn.org/locations/>
Eligibility Requirements for Passengers: Program Participants

Occupational Development Center - Roseau
Address: 1194 Center St W, Roseau 56751
Phone: 218-257-8926
<https://odcmn.org/locations/>

Paul Bunyan Transit
Address: 706 Railroad Street SE, Bemidji 56601
Phone: 218-751-8765
<https://www.paulbunyantransit.com/>
Type: Public

Service Provided: Dial A Ride

Rider Accommodations: Curb to Curb

Cost: Roseau to Salol is \$2.25; Roseau to Badger is \$2.25; Roseau to Warroad is \$3.00;

Roseau to Greenbush is \$3.00

Reservation Requirements: Reservations suggested

Eligibility Requirements: No income restrictions, 5 years and under accompanied by 16 years or older.

Polk County Day Activity Center - Crookston

Address: 515 5th Ave S, Crookston 56716

Phone: 218-281-4181

<http://www.polkcountydac.com/>

Type: Public

Service Area: Crookston & surrounding area

Eligibility Requirements for Passengers: DAC Clients

Polk County Day Activity Center – East Grand Forks

Address: 963 1st Ave NE, East Grand Forks 56721

Phone: 218-773-0530

<http://www.polkcountydac.com/>

Type: Public

Service Area: East Grand Forks & surrounding area

Eligibility Requirements for Passengers: DAC Clients

Prairie Lane Ride Services

Address: 13084 Island Lake Road, Lengby 56651

Phone: 866-217-6708

Type: Private

Service Provided: Dial A Ride

Rider Accommodations: Door through Door

Vehicle Type: Van or Car

Service Area: Polk, Clearwater

Capacities: Van with Ramp

Cost: \$2.10/mile day; \$3.10/mile evening

Reservation Requirements: Reservations suggested

Capacities: Wheelchair Accessible

Availability: M - F; possible weekend

Purpose: On-demand

R & L Ride Service

Address: 26128 340th St SE, McIntosh 56556

Phone: 218-563-0247

Dispatch: 1-800-630-6889

Type: Private
Service Provided: Dial A Ride
Rider Accommodations: Door through Door
Vehicle Type: Van or Car
Capacities: Wheelchair Accessible
Purpose: On-demand

Rivers Edge Assisted Living
Address: 513 10th St SE, Hallock 56728
Phone: 218-843-3662/218-843-8812
<https://www.seniorcare.com/assisted-living/mn/hallock/rivers-edge/49012/>

Rural Transportation Collaborative
Address: 1345 Fairfax Ave, Crookston 56716
Phone: 218-281-9082/1-866-884-2695
<https://www.tvoc.org/services/transportation/rural-transportation-collaborative/>
Type: Public
Service Provided: Dial A Ride
Rider Accommodations: Curb to Curb
Vehicle Type: Van or Car
Cost: Insurance Coverage, Medicare Reimbursement or Private Pay
Reservation Requirements: Reservations suggested
Capacities: Non-wheelchair Accessible
Purpose: On-demand
Eligibility Requirement for Passengers: No income restrictions, five years and under accompanied by 16 years or older.

Stephen Living At Home/Block Nurse Program
Address: 319 5th St, Stephen 56757
Phone: 218-478-3834
<https://www.stephenmn.com/?SEC=88CC3EC0-0C80-4346-9D56-E2CFC07FABD6>

T.H.E. Bus ((Tri-Valley Heartland Express)
Operated by Tri-Valley Opportunity Council
Address: 1345 Fairfax Ave, Crookston 56716
Phone: 218-281-5832
<https://www.tvoc.org/services/transportation/t-h-e-bus/>
Type: Public
Service Provided: Dial A Ride
Rider Accommodations: Curb to Curb
Eligibility Requirement for passengers:
No income restrictions, five years and under accompanied by 16 years or older.

Tri-County Live At Home/Block Nurse Program

Address: P.O. Box 278, Newfolden 56738

Phone: 218-874-2256

<http://warren.lahnetwork.org/>

Triangle Coach Services

Address: 1611 Central Ave NW, East Grand Forks 56721

Phone: (218) 773-2631

<https://trianglecoachservice.com/>

Service Area: Region 1, Canada, Nationwide

Eligibility requirements: None

Triangle Coach Service provides transportation for you and your traveling companions locally, long distance, and internationally to Canada. Open to travel with, but are not limited to: Church Groups, Reunions, Conventions, Corporate Events, Schools/Colleges, Sports Teams, Shopping Trips, Ski Trips, Social and Civic Organizations

Warren Supporting Our Seniors (SOS)

Address: 110 West Johnson Ave Suite, Warren 56762

Phone: 218-745-4005

<http://warren.lahnetwork.org/>

Warroad Senior Living Center

Address: 1401 Lake St NW, Warroad

Phone: 218-386-4620

<https://warroadseniorlivingcenter.com/>

Rider Accommodations: Door through Door

Service Area: Roseau County

Vehicle Type: Bus with Life and Van

White Line Adventures

Address: 29263 County Road 5, Warroad, Minnesota 56763, United States

Phone: 218-242-3558

<https://whitelineadventures.com/>

Hours: 7AM-7PM

Service Area: Region 1

Eligibility requirements: None

White Line Adventures will provide transportation to any size group to any location.

Transportation Resources and Technology

The following table provides information about local travel training program options.

Table 21: Transportation Resources

Transportation Resource	Availability	Cost	Usage	Service Area
Tri-Valley	As needed	No cost	Teach people with disabilities, older adults, and interested travelers how to access and use public transportation independently	Kittson, Marshall, Polk, Pennington, Red Lake, and Norman
Easter seals	Flexible	\$1225.00	Train people in local community to be trainers that assist with transportation education.	National

The following table contains the technology used by each transportation provider for scheduling, dispatching, and/or GPS tracking.

Table 22: Technology

Agency Name	Name of Scheduling Software	Do you have an App for Transportation (Y/N)?	Name of Dispatching Software	AVL System/GPS (Y/N)?
Tri Valley	CTS	No	CTS	Yes
Paul Bunyan	Samsara	Yes	Samsura	Yes
CAT	CAT Prowler	No	Routematch	Yes
Fosston City	None	No	None	No
R&L Ride Service	None	No	None	No
Triangle Coach	None	No	None	No
White Line Adventures	None	No	None	No
Prairie Lane Ride Service	None	No	None	No

Vehicles

Survey/Interview participants listed a combined total of ninety-eight buses or vans. Tri-Valley has thirty-two buses, all wheelchair accessible. Paul Bunyan has nineteen vehicles, all wheelchair accessible. R&L Ride Service has twenty-six vans, twenty-five have lifts. Prairie has one van with a lift. Triangle Coach has ten buses, none are wheelchair accessible. White Line Adventures has three buses, none are wheelchair accessible. Fosston has two buses, both wheelchair accessible. One bus is used as a backup. Approximately 86% of the vehicles are wheelchair accessible. The charter service buses which are private operation are the units that are not equipped with wheelchair lifts.

The tables below list information about the region's primary transit provider vehicles. The information contains the vehicle year build, wheelchair capacity, location the bus operates, days, and service hours for each vehicle. This information helps to build a list of vehicles in need for replacement. The older vehicles are often costly to operate, and the parts are often not available. Tri-Valley has experienced the inability to purchase parts because they are no longer made.

Table 23: Vehicle Utilization Table

Vehicle #	Make	Model	Year	Vin #	Capacity/ Wheelchair Capacity	Days of the Week Vehicle is in Service	Service Hours	Program to which Vehicle is Assigned (if applicable)
44	Ford	Goshen GCII	2008	1FD4E45S28DB32326	16/4	Spare	Varies	Polk
49	Ford	Glaval Universal	2010	1FD4E45S0ADA46302	22/2	Spare	Varies	Pennington
50	Ford	Glaval Universal	2011	1FD4E45S3BDB21298	20/4	Spare	Varies	Polk
51	Ford	Glaval Universal	2012	1FD4E45S2CDB04784	20/4	Spare	Varies	Polk
52	Ford	Glaval Universal	2012	1FD4E45S4CDB04785	20/4	Spare	Varies	Polk
53	Ford	Glaval Universal	2013	1FD4E45S6DDB04840	20/4	Spare	Varies	Polk
54	Ford	Glaval Universal	2014	1FD4E45S8EDB05540	20/4	Spare	Varies	Clearwater
55	Ford	Glaval Universal	2014	1FD4E45SXEDB05541	20/4	Mon- Sat	46/wk	Polk
56	Ford	Glaval Universal	2014	1FD4E45S1EDB05542	20/4	Mon- Fri	40/wk	Pennington
57	Ford	Glaval Universal	2016	1FD4E45S5GDC07168	20/4	Mon- Sat	46/wk	Pennington
58	Ford	Glaval Universal	2016	1FD4E45S7GDC07169	20/4	Sun- Sat	62/wk	Pennington

Vehicle #	Make	Model	Year	Vin #	Capacity/ Wheelchair Capacity	Days of the Week Vehicle is in Service	Service Hours	Program to which Vehicle is Assigned (if applicable)
59	Ford	Glaval Universal	2017	1FDFE4FS8HDC01267	20/4	Mon- Sat	46/wk	Clearwater
60	Ford	Glaval Universal	2017	1FDFE4FSXHDC01268	20/4	Mon- Fri	40/wk	Pennington
61	Ford	Glaval Universal	2017	1FDFE4FS1HDC01269	20/4	Mon- Fri	40/wk	Pennington
62	Ford	Glaval Universal	2017	1FDFE4FS3HDC49159	19/4	Mon- Fri	50/wk	Pennington
63	Ford	Glaval Universal	2017	1FDFE4FSXHDC52866	19/4	Mon- Sat	56/wk	Polk
64	Ford	Glaval Universal	2018	1FDFE4FS3JDC24008	19/3	Mon- Th	40/wk	Red Lake County
65	Ford	Glaval Universal	2018	1FDFE4FS0JDC24032	19/3	Sun- Sat	62/wk	Polk
66	Ford	Glaval Universal	2018	1FDFE4FS8JDC42858	19/3	Mon- Fri	40/wk	Polk
67	Ford	Elkhart Coach ECII	2019	1FDFE4FS2KDC42114	19/3	Mon- Fri	40/wk	Polk
68	Ford	Elkhart Coach ECII	2019	1FDFE4FS3KDC42123	19/3	Mon- Fri	40/wk	Polk, Clearwater, Red Lake County
69	Ford	Elkhart Coach ECII	2019	1FDFE4FS7KDC42125	19/3	Mon - Fri	40/wk	Polk, Norman, Mahnommen
91	Ford	Supreme Startrans	2006	1FDXE45S66DB21128	13/2	Spare	Varies	Polk
94	Ford	EIDorado National Aerotech	2009	1FDFE45SX9DA88442	16/2	Spare	Varies	Mahnomen
95	Ford	EIDorado National Aerotech	2013	1FDFE4FS5DDB36503	16/2	Mon- Fri	40/wk	Mahnomen
109	Ford	Glaval Legacy	2016	4UZADRDU1GCHD6880	40/2	Varies	Varies	Varies
110	Ford	Glaval Legacy	2016	4UZADRDU8GCHK7839	40/2	Varies	Varies	Varies

Vehicle #	Make	Model	Year	Vin #	Capacity/ Wheelchair Capacity	Days of the Week Vehicle is in Service	Service Hours	Program to which Vehicle is Assigned (if applicable)
111	Ford	Glaval Legacy	2016	4UZADRDU0HCHZ0080	40/2	Varies	Varies	Varies
43	Ford	Elkhart Coach ECII	2008	1FD3E35L58DB38345	8/2	Spare	Varies	Polk, Red Lake, Clearwater, Norman, Mahnommen
Prairie Lanes Ride Service								
1				Van	1			Region wide
R&L Ride Service								
26				Vans	22	M-Sun		Region wide
2	Ford	E450	2019	1FD3E35L58DB38345	15/2	6	44	
1	Chevrolet	G3500	2011	1GB3G3BG1B1178196	15/2	0	0	

East Grand Forks Transit								
142	CHEV	Arboc	2014		Seven wheelchairs or twenty-two pass	M-Sat	6am- 10pm	DAR
162	CHEV	Arboc	2016		Seven wheelchairs or twenty-two pass	M- Sat	6am- 10pm	RR
184	New Flyer	Excelsior	2018		Twenty-nine seated, twenty standing, two wheelchairs	M-Sat	6am- 10pm	RR
186	CHEV	Arboc	2018		Seven wheelchairs or twenty-two pass	M-Sat	6am- 10pm	DAR
142	CHEV	Arboc	2014		Seven wheelchairs or twenty-two pass	M-Sat	6am- 10pm	DAR
162	CHEV	Arboc	2016		Seven wheelchairs or twenty-two pass	M- Sat	6am- 10pm	RR
184	New Flyer	Excelsior	2018		Twenty-nine seated, twenty standing, two wheelchairs	M-Sat	6am- 10pm	RR
186	CHEV	Arboc	2018		Seven wheelchairs or twenty-two pass	M-Sat	6am- 10pm	DAR

Vehicle #	Make	Model	Year	Vin #	Capacity/ Wheelchair Capacity	Days of the Week Vehicle is in Service	Service Hours	Program to which Vehicle is Assigned (if applicable)
10	Ford	450			[10/2]	M-F	7am-6pm	
23	Chevy	5500			Yes	M-F		
25	Ford	500			Yes	M-F		
26	Ford	450			Yes	M-F		
27	Ford	500			Yes	M-F		
28	Ford	450			Yes	M-F		
29	Ford	450			Yes	M-F		
31	Ford	500			Yes	M-F		
32	Ford	450			Yes	M-F		
35	Ford	450			Yes	M-F		
36	Ford	450			Yes	M-F		
38	Ford	450			Yes	M-F		
39	Ford	450			Yes	M-F		
11	Ford	450			Yes	M-F		
30	Ford	450			Yes	M-F		
34	Ford	450			Yes	M-F		
39	Ford	450			Yes	M-F		
7	Chevy	450			Yes	M-F		
SVI	Dodge				0	M-F		
SV2	Dodge				0	M-F		
20	Ford	450			Yes	M-F		

R&L Ride Service: McIntosh

Twenty-six vans are run 7 days a week. Time depending on client need. Twenty-five have wheelchair lift capacity.

Prairie Lane Ride Service: Lengby

One van with wheelchair capacity runs 7 days a week. Time is depending on client travel need.

Triangle Coach and White Line Adventure are both private charter services and neither are wheelchair accessible. This planning document has not identified the need for this type of service for the cliental being served. It is certainly an item that will be further researched by the RTCC.

OUTREACH EFFORTS

Steering Committee

The Steering Committee guides the plan development. Steering Committee duties include:

- Evaluating strategies and assessing outcomes of projects identified in the 2017 Local Human Service Transit Coordination Plan
- Developing project ideas and identifying priority strategies as part of the public workshop of the draft plan
- Prioritizing project ideas identified at the public workshop for inclusion in the final plan and share these projects with the RTCC to incorporate into future work plans
- Meet with staff to discuss concepts and practices that can be incorporated into the planning document
- Bring new ideas or point out gaps in service to Steering Committee to find resolutions

The Steering Committee is made up of representatives from county human service agencies, hospital services, Veterans Services, county commissioners, Area Agency on Aging, centers for independent living representatives, passengers, Metropolitan Planning Organizations, and others. The table below lists the members of the Steering Committee.

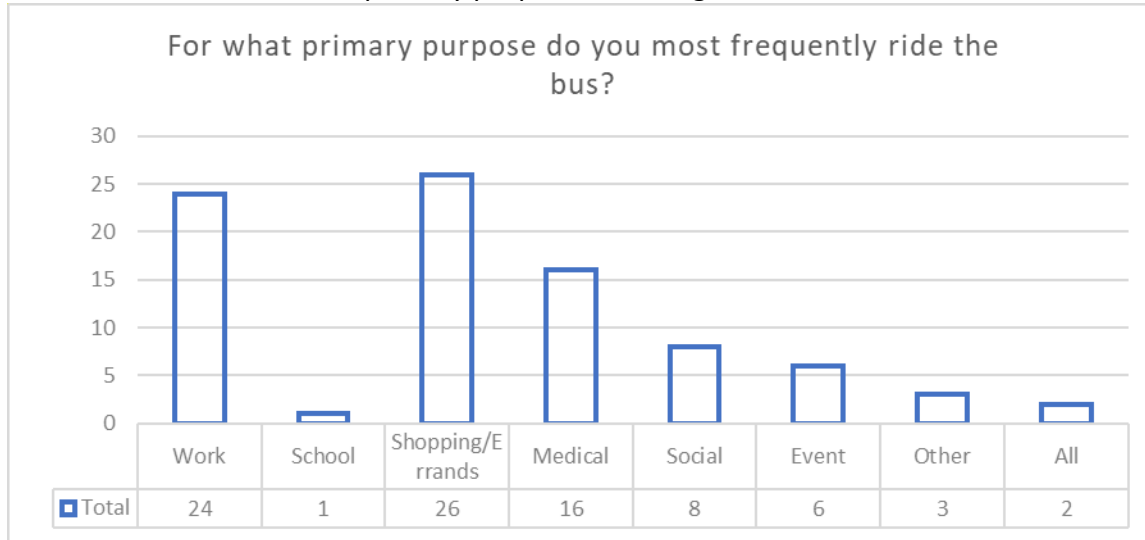
Table 24: Steering Committee Membership

Members	Organization
Lois Slick	Life Care Medical Center
Cindy Pic	Tri Valley Bus
Chuck Flaage	Red Lake County Commissioner/public
Marcia Haglund	Tri Valley Bus
Dyana Dunnigan	Fosston Transit
Lezlie Grubich	Paul Bunyan Transit
Emily Straw	Thief River Care Center
Brett Brandon	Veteran Services
Brian Carlson	Sanford Health
Danica Robson	Area Agency on Aging
Teri Kouba	MPO
Josh Lavoie	Prairie Lane Ride Service
Rudy Finseth	R&L Ride Service
Julie Sjostrand	Social Services
Tammy Haugen	Falls Diverse Abilities Corporation (DAC)
Joyce Lamont	Public User
Tom Bray	Tri Valley Bus
Tori Peterson	Occupational Development Center (ODC)
Nancy Ellis	East Grand Forks Transit
Victoria Hunkus	MnDOT District 2

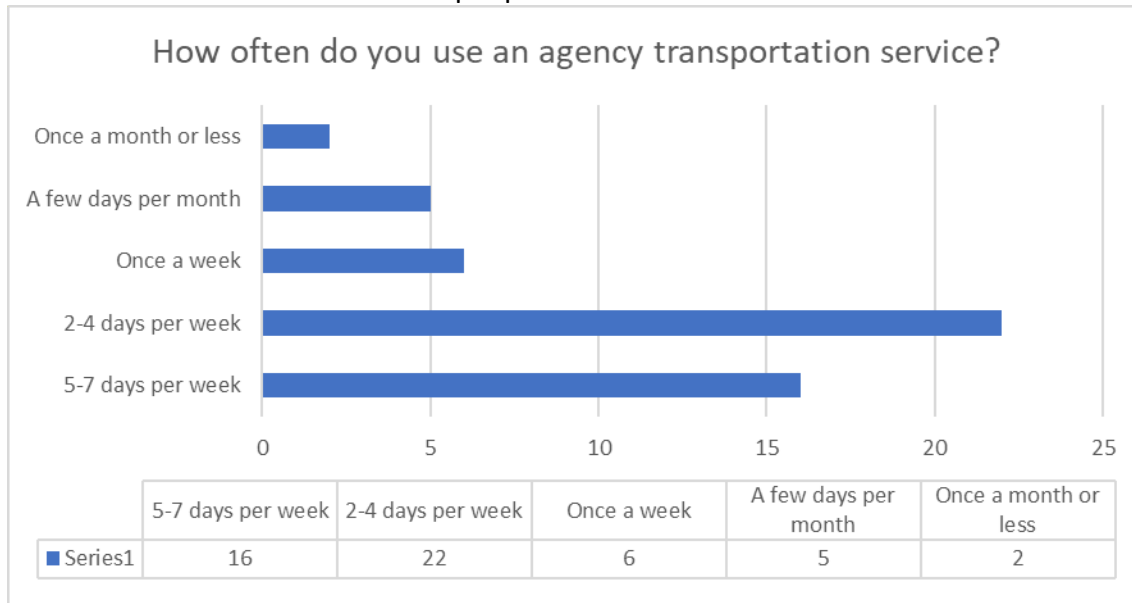
A survey was shared with transit riders to gather data on what their experiences are on using the transit system. Fifty-One surveys were collected, the charts below help to explain rider satisfaction and background information on the type of riders and what they are looking for.

Client Experience

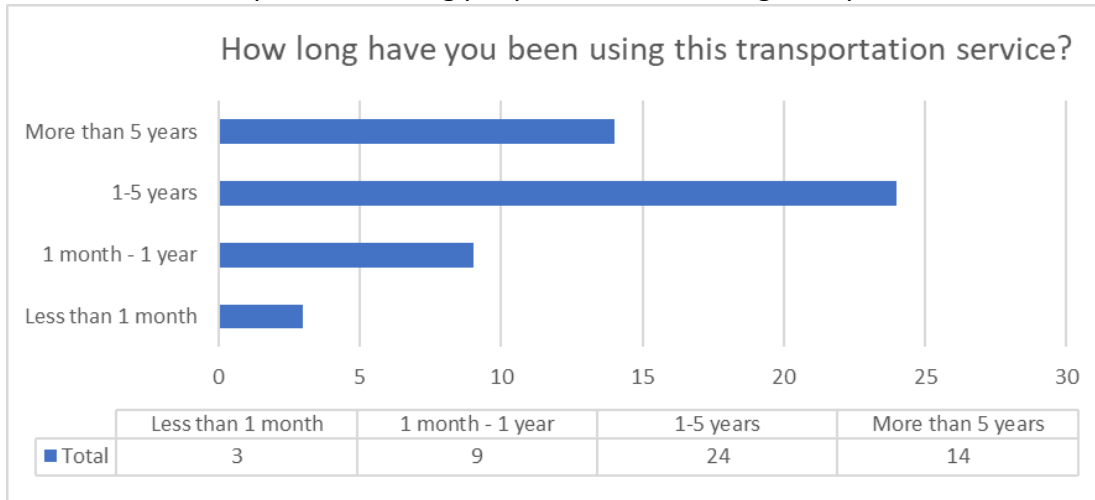
The chart below shows the primary purpose for riding the bus.



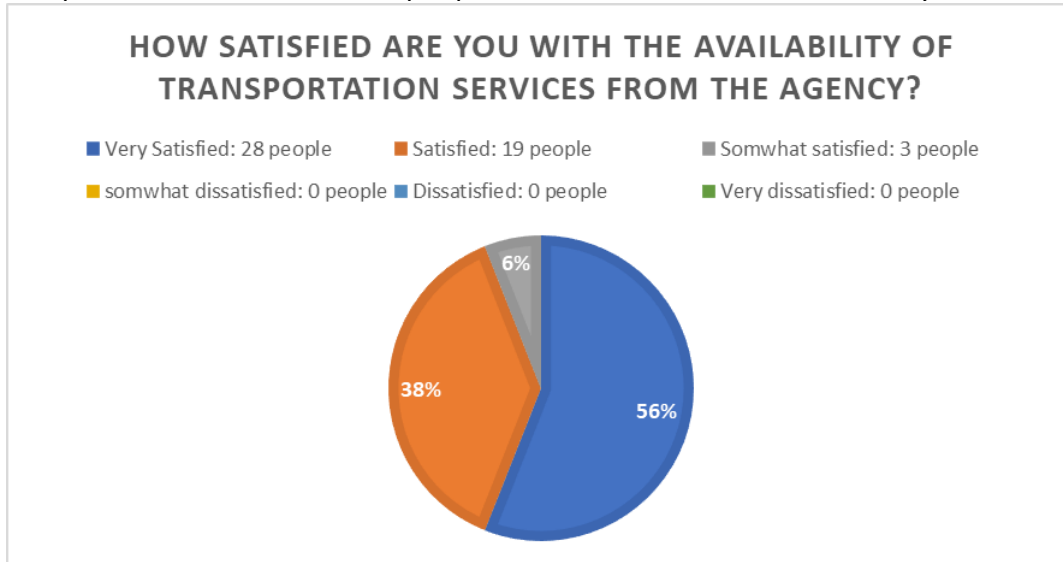
The chart below shows how often people ride the bus.



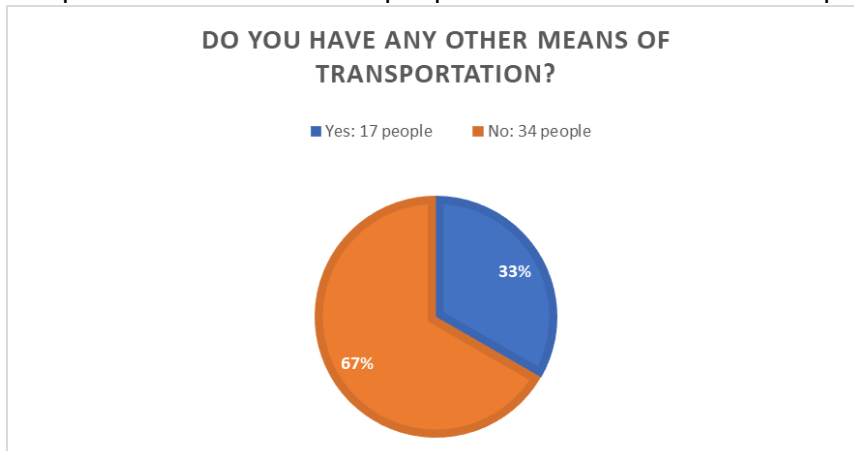
The chart below explains how long people have been using transportation services.



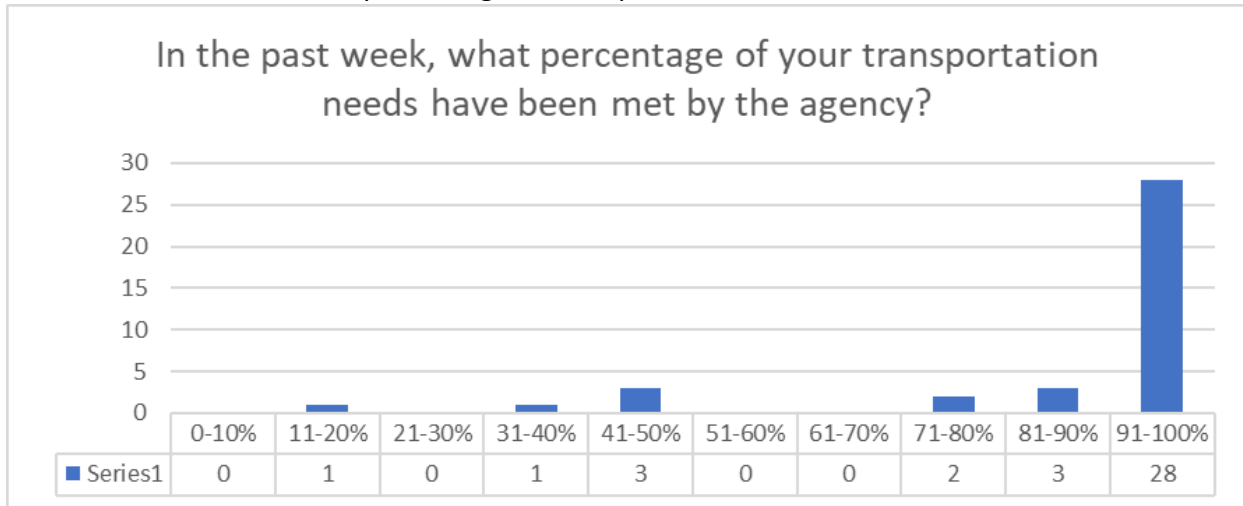
The pie chart below illustrates people’s satisfaction with the availability of service



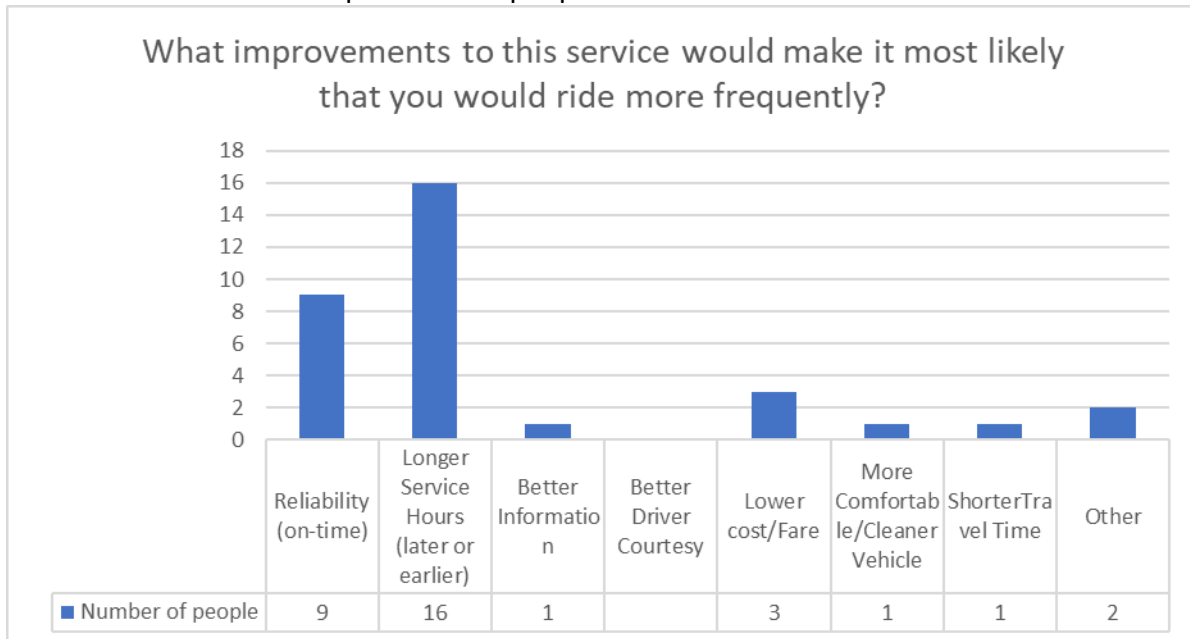
The pie chart below shows if people have other means of transportation.



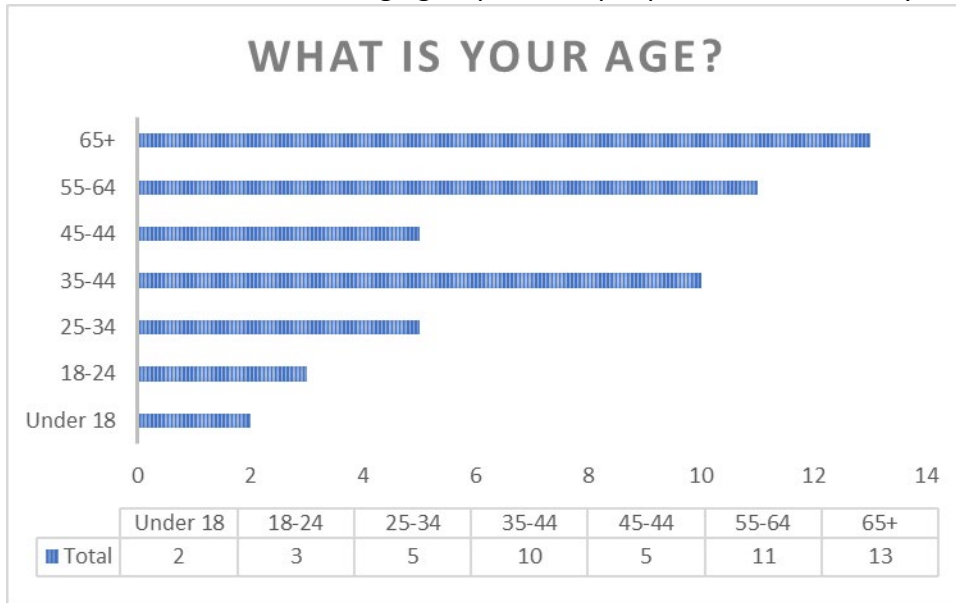
The chart below shows the percentage of transportation needs that have been met.



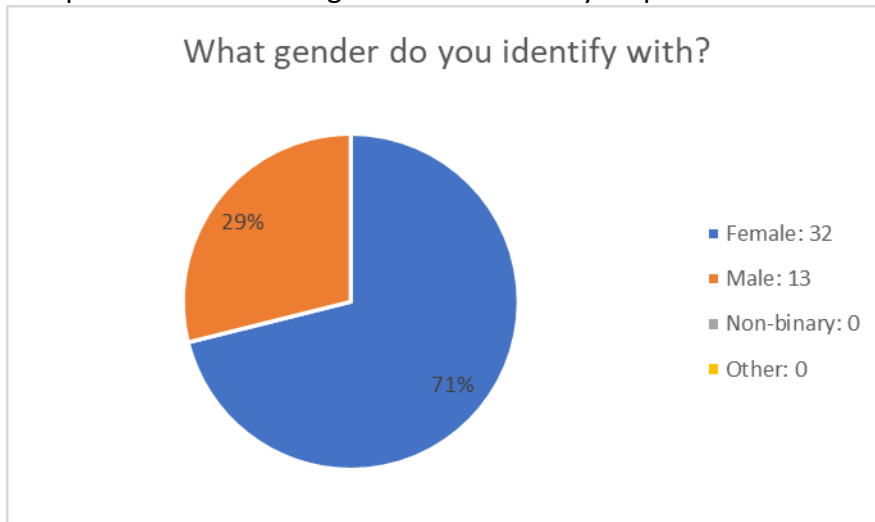
The chart below shows improvements people would like that would make them ride more often.



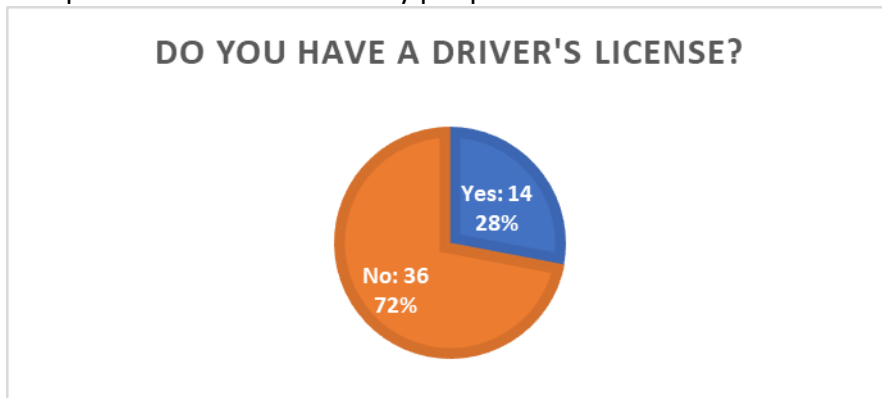
The chart below shows the age groups of the people who were surveyed.



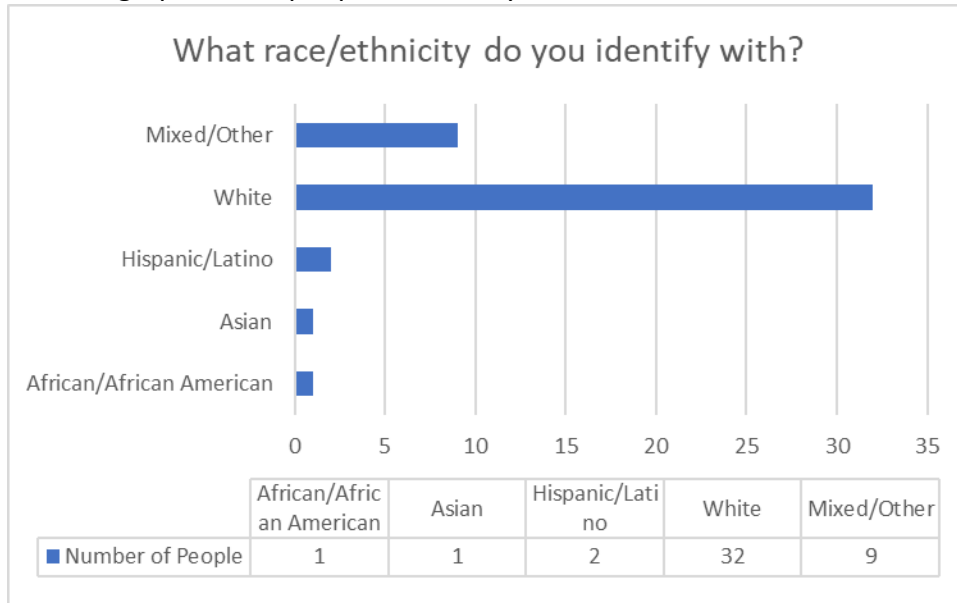
This pie chart shows the gender of the survey respondents.



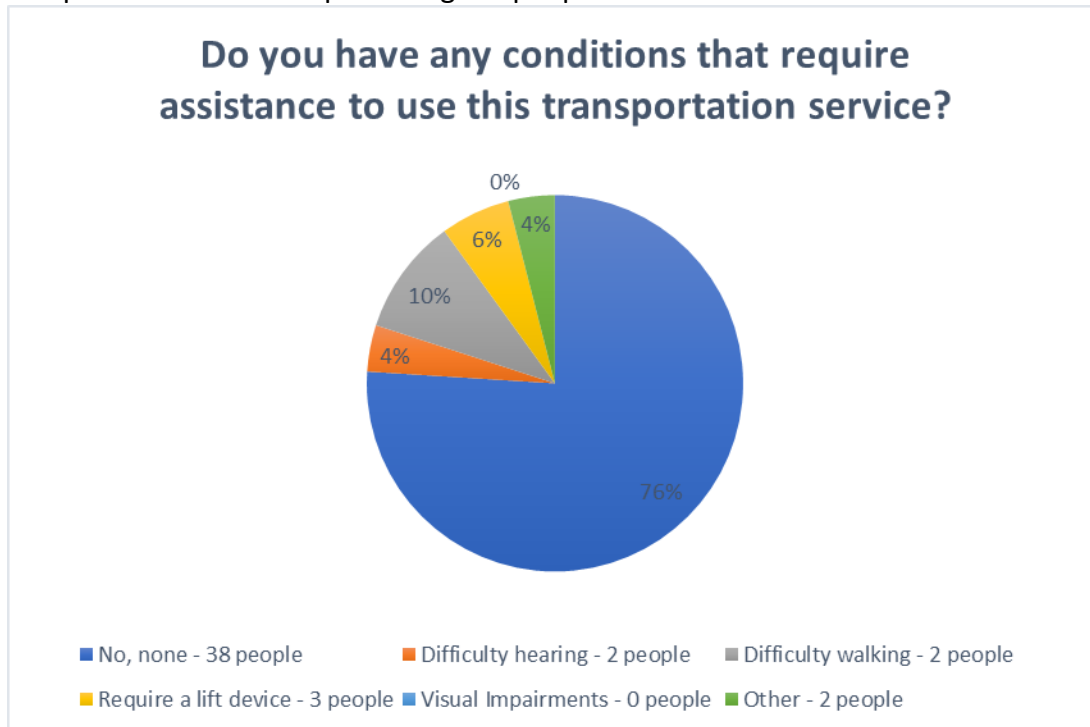
This pie chart shows how many people have a driver's license.



This bar graph shows people's ethnicity.



The pie chart shows the percentage of people that need assistance to ride the bus.



The information collected from the client surveys, provider surveys, meetings with public transit riders, and steering committee members provided a good understanding of the service needs and satisfaction rates of the transit services in our region. The majority of people that commented on the transit services are very pleased with the service. The transit needs for most surveyed are being met. The section on client needs, gaps, coordination, and barriers is discussed further in this document. This information helps to develop the work plan for the Regional Transportation

Coordination Council.

Focus Group

There were several meetings with transit providers, county commissioners, NWRDC staff from the Area Agency on Aging, Social Services, Occupational Development Centers, Diverse Abilities Corporation, members of the NWRDC Board, the Transportation Advisory Committee, and County Commissioners. The steering committee reviewed two questionnaires, one focused on riders and one focused on the organization providing the ride.

Planning Workshop

Region 1 held two planning workshops. The first was held with Senator Klobuchar, her staff members along with Senator Mark Johnson, Representative John Burkel, and Representative Deb Kiel. Twenty-nine people attended the meeting and valuable information was shared amongst the group. The top discussion topic focused on the .14 IRS pay rate for charitable mileage reimbursement. Everyone stated this pay scale is very outdated and has zero influence in getting volunteer drivers. They are losing money at .14 a mile. It was recommended to increase the pay rate to the government IRS rate and incorporate inflation to stay current. The specialized transportation services have been underfunded and those rates need to increase so drivers can be paid higher wages. Finding drivers is exceedingly difficult, they need to be trained in first aid and CPR. Drug testing and driver education increase the cost of operation. CDL licensed drivers now need to complete 40 hours of classroom training. This requirement also puts undo pressure on the provider. The increase cost in fuel also makes doing business difficult for these STS providers. Tri-Valley discussed the need to pay higher wages than other parts of the state to be competitive with industry in the region. Digi key, Marvin Windows, Polaris, Central Boiler, Arctic Cat, Transystems, and the agricultural sector all pay high wages for workers.

Senator Klobuchar discussed programs and funding opportunities that can help with these concerns. The infrastructure bill has funding that will help in purchasing battery powered buses and funding is also included to install the electric infrastructure the region needs for the future of electric vehicles. The .14 cent per-mile pay scale will be discussed in committee at the legislature. A planning workshop was also held at the Tri-Valley Bus facility located in Thief River Falls. Seventeen people participated in the event with discussion ranging from social services having U-Care grants of \$5000 for client transportation to the actual cost of what green energy vehicles and specifically what charging a bus will cost. The Regional Transportation Coordination Council was introduced as an outcome from the previous Local Coordination Planning effort. It was identified that the steering committee and members of the public transit sector needed to meet more often than every 5-years when the LCP was written. RTCC staff discussed coordination efforts they are having with Warroad Senior Living Center and the DOC in Crookston. These groups are willing to share vehicles and have other people come in to serve as volunteer drivers of their vehicle. A new website is being developed to focus on providers and help to assist people with connecting to providers.

The group participated in a menti-meter survey that asked participants to mention the transportation needs, strategies, and projects they see will help transit services in the Region.

Strengths and Weaknesses

At the public workshop, participants identified strengths and weaknesses of existing coordination efforts in region one. Combined with the plan’s technical findings, these strengths and weaknesses form the basis for identifying strategies to address transportation coordination in this region.

Table 25: Public Workshop Outcomes

Strengths	Weaknesses
Customer service is very good	Need more evening service
Timely (Bus on time)	More weekend service
Provides needed service	Uber & Lyft need more service
Very affordable	Volunteer drivers should get more pay
Buses are very clean	Need to pay unloaded miles for medical transport services
Nice ride	CDL requirements are too restrictive
Service gets me where I need	Underfunded for specialized transportation Compensation rate has not been adjusted in years
Provides an atmosphere where we can visit	Driver shortages effect service
Travel training	Too many regulations and reporting requirements
Bus is multi-modal	Trainings are expensive
Communication is improving between dispatch and driver	Provider service design limits the ability to pick up clients that are not on the design
Coordination is happening	More marketing is needed
Having an RTCC	Need more travel training
	Not enough vans for rural pickups
	Lack of drivers
	Covid restrictions limit peoples use
	Must wait for bus
	Bus does not go where want
	Will not come to my location
	Pandemic has impacts on ability to serve

COORDINATION, NEEDS, GAPS, and BARRIERS

Regional Needs & Gaps

Service needs and gaps persist despite on-going efforts to improve the quality of community transportation services by transportation and human service providers. This section identifies needs revealed by stakeholder input.

Gaps, Barriers, and Needs

- Service Limitations, Gaps, & Unmet Needs
- There is a general lack of transportation services in and between rural towns. The second and third task in the logic model includes developing public/private partnerships and opportunities to share the vehicles that are already being used.
- There are limited options for specialized transportation service (STS) within the region. This gap is the result of a variety of factors that make it difficult to recruit and retain drivers at the pay scale that generates sufficient profit to sustain the business. RTCC staff have been working with the primary provider in the region to get their concerns shared with the proper organizational authorities, like the Center for Medicaid Services (CMS).
- Non-drivers lack options to get around their community without relying on neighbors and friends. In the next five years, the RTCC will explore multi-modal micro-mobility options like bike shares, trikes and trickshaws.
- There is a need for the department of public safety to review policies for CDL testing as roundabouts are constructed to drive on apron. The operation for a bus driver results in automatic failure. Several roundabouts in the region have a radius too small to maneuver with a 54-foot charter bus.
- More education is needed to inform the public of the service opportunities. A travel trainer visiting communities to discuss the transit options and how to schedule a ride, pay for a ride, and access the bus, Lyft, or STS services.
- The RTCC needs to visit with medical facilities to discuss client needs and uses for transit riders to attend their appointments.
- Providers need a service plan that has flexibility to pick up clients that call for rides and are not on the primary route.
- There is a need for more shared vehicle opportunities.
- Collaboration with those in silos
- Paying volunteer drivers a better mileage rate
- Paying STS unloaded miles will help to cover cost of trip when the client cancels after already driving to their destination.
- Coordination with other groups
- Coordination with social services to share information about how the services work and what is available
- There is a need for committee members to discuss ways to tap into other funding sources.
- Knowledge sharing
- Coordination with what is available
- Address holiday weekend and after hour needs
- New long-range radios
- There is an urgent need for volunteer drivers. The situation is so dire that a new model may need to be created to replace the way things have been done for years. MCOTA is

developing a statewide systematic approach to bringing Lyft to isolated rural communities. Communities will research the Lyft option where this approach may be most suitable.

- Education
- Coordination with medical schedulers
- More flexible routing
- Share vehicles
- Marketing of services
- There are multiple volunteer driver programs in Marshall County, however finding a driver is not always possible.
- There are different programs in areas of Marshall County, but they do not serve entire county. Here are two examples: Had to give a veteran a ride to Thief River Falls to get a ride to Fargo and then a ride from Thief River Falls to home, Polk County DAV only comes so far north in Marshall County, and Middle River DAV only goes so far west in Marshall County.
- Tri Valley bus only goes certain days so if they have an appt in Fargo or elsewhere, they must try and fit it in those time slots.
- There is a ride service in Argyle, but they charge fifty cents/mile. If our veterans can get reimbursement, it barely covers half of that cost.

Centralized Information

- At the most basic level, community members are unaware of the transportation options available to them. When they do discover the limited services in their area, they often find the service inconvenient or intimidating. The first task in the logic model includes education and coordination where we will address this barrier using travel trainers.
- We need a more complete Transportation Mobility Call Center model in our region.
- Increased mobility management services
- Universal Payment Option needed

Spatial Limitations

- Public Transit systems need more flexibility to travel outside their service area for temporary or short-term service, and it needs to be easier to adjust their service area for new riders. Our region does not have enough riders that we can afford to turn them away for living one or two miles out of the service area.
- There is a mismatch between the vehicles that are currently being used in public transportation and the number of riders who use them. We need to allow for the purchase of vans for 5310 recipients to replace the larger busses currently being used.
- Conflict of interest competition in one region with more than one provider

Temporal Limitations

- Public transit systems only visit small towns once per week and then the destination is already determined if they are going out of town.
- No-load miles are not paid

- Early morning, late evening, and weekend hours unavailable

Program Eligibility and Trip Purpose Limitations

- People who fall in the gap between MA and affordable private pay
- Silos that prevent veterans, older adults, and others to share rides
- Sharing of rider information to produce the best outcome for the rider

Service Quality and Miscellaneous Issues

- Need service status in addition to curb to curb and door to door and door through door
- The time between scheduling and service is too long.
- Under employment issues with drivers (bus drivers, volunteer drivers)
- Medical appointments are difficult to coordinate.

Coordination Efforts of the Regional Transportation Coordination Council

The Northwest Regional Transportation Coordination Council (NWRRTCC) is comprised of agencies, organizations, and individuals working together to reduce transportation barriers throughout region one. The RTCC works to improve mobility for “transportation disadvantaged” – older adults, individuals with disabilities, individuals with low incomes, and/or military veterans. The RTCC also works with consumers, providers, health care, and County Social Services agencies to coordinate service opportunities to best serve the region. There are representatives from a wide range of agencies, organizations, and interests, including representatives from the region’s county department of social services, Minnesota Area Agencies on Aging, Workforce Development, transportation providers, human services agencies, transportation and human services advocates, veteran service organizations, Minnesota Continuum of Care Coordinators, Centers for Independent Living, and public and private funders of transportation services. The RTCC seeks input from service consumers, riders, and volunteer drivers.

RTCC Purpose, Project Development, Ongoing Committee Efforts

The Northwest Regional Transportation Coordination Council (NWRRTCC) meets bi-monthly to review the work items identified by the planning groups and discusses future work opportunities. The bulk of the coordination efforts are led by the various work teams designed to focus on a particular goal identified in the logic model. There is an executive work team that plans the meetings and assists with strategic planning efforts, a volunteer driver work team, a Polk County work team, a Roseau County work team, a communications work team, and an emergency management work team. Each team meets once between RTCC meetings to problem solve and identify work tasks for the coming months. The work teams identify tasks to include in the 5-year work plan.

The executive work team is made up of the chair of the RTCC and other members from the RTCC board. This group provides guidance to the RTCC coordinator regarding priorities and evaluating strategies to move concerns forward. The 2022 work plan focused on forming the work teams and recruiting members to serve on each committee. The executive work team also plans the RTCC

meeting. The work of this committee will remain the same in the coming years.

The Volunteer Driver work team is made up of a transportation provider, a volunteer driver program administrator, a veteran's service officer, a county social service provider, and a representative from the Area Agency on Aging. The work this past year focused on legislative advocacy that resulted in two state law changes making it easier for volunteer drivers to contribute to their community. The first defined a volunteer driver to distinguish them from drivers for hire. The second change involves state tax forgiveness for any obligation incurred from reimbursement for volunteer driving.

The NWRCC is currently working with two organizations to develop volunteer driver programs to serve their clients/residents. The first involves a senior living center in Roseau County that is using its private accessible vans to transport its residents to local medical appointments using volunteer drivers. RTCC staff worked with the administration to plan a recruitment event and map out the process the drivers need to follow to become a volunteer. The senior center was able to acquire insurance that has an umbrella policy covering volunteer drivers. This action removed a barrier that has been an issue for agencies willing to share vehicles.

The second involves a behavioral health facility that wants to start an employee-based volunteer driver program to assist their clients without access to public transportation. Staff will be given 8 hours of paid leave to volunteer at a few sites, one of which would be their own organization. RTCC staff is working with them to develop policies for their volunteer driver option, including screening and training.

The pandemic has created a crisis shortage of volunteer drivers and recruitment/retention efforts are urgently needed. There is a growing recognition that this model may need to be adapted to meet the needs of contemporary riders in our modern rural society. In the future the RTCC will be working to expand services like Lyft and Uber in the rural communities.

The Polk County work team focuses on vehicle sharing and public/private partnerships. First, we have an organization that has a van they are willing to share with another organization while they are not using it. The first organization we identified as a potential partner chose to develop their own volunteer driver program (the employee-based program described above). There's potential for sharing the van in the evening for various behavioral health meetings. The work team will look for other partners and continue to work with the agency who has the van to develop policies for its use.

The Roseau County work team focuses on volunteer drivers and the possibility of public/private partnerships. The Warroad Senior Living Center worked with the RTCC to develop policies to recruit, screen and train volunteer drivers to use their accessible van. A recruitment fair was held to attain volunteers. The volunteers will drive the residents of the facility to appointments or other events they want to attend. As the program grows, the plan will make this service available to residents. The Warroad Senior Living Center has discussed sharing vehicles with other entities that need a vehicle.

The Communications work team focuses on marketing and promotion of the NWRTPCC and the transportation programs that are included in that group. The primary achievement was the launch of the new NWRTPCC website with a printable provider directory. Data is available by county for ease of use. Several promotional items were created including an annual report titled, 2021 Highlights, an Introduction to NWRTPCC flier and kiosk card, and a flier and kiosk describing Specialized Transportation. A Facebook page was created with items posted weekly.

The RTCC has been in the stage of introducing itself to the Emergency Management work team for the past year including emergency management, response personnel and health related professionals. The current methods of requesting emergency transit in times of emergency are being studied so that assistance can be appropriately integrated into the emergency operations infrastructure for Northwest Minnesota. Work includes the creation and sharing of resource lists, contact list updates, internal committee creation, introduction of the current RTCC program staff and local/regional meetings to detail further action and transit related needs.

The work of the RTCC is described and measured using a logic model which tracks specific activities intended to produce a given outcome. The NWRTPCC is focused on seven primary tasks: Transportation Guidance/Consultation; Vehicle Sharing; Private/Public partnerships; Volunteer Drivers; professional development; the Local Coordination Plan; and Emergency Management. Each task may have multiple foci and each focus may have multiple activities that all support the primary task. Inputs, outputs, and outcomes are tracked and reported.

Transportation Guidance/Consultation is the focus area where community outreach and promotion of the RTCC and the transportation programs involved takes place. Despite the pandemic restrictions, several large efforts have been made to increase public awareness. Mailings were sent to all the Live Well at Home programs and the senior centers in the seven counties. The NWRTPCC had a table/booth at a mental health fair/5K run in Thief River Falls that was attended by two hundred people. The RTCC coordinator presented to the Red Lake, Roseau, Polk, and Marshall County commissioners introducing them to the concept of transportation coordination. Presentations were made at local senior centers, the Retired Senior Volunteer Program Advisory Council meeting, and the Golden Pioneers. This summer we anticipate staffing a booth at each of the seven county fairs highlighting various transportation providers and the coordination efforts of the NWRTPCC.

In the future we expect to begin providing travel training throughout the region. The goal is to create travel “champions” in each community who can act as local experts or go to people when others have questions about transportation. We will work with the transportation providers who already provide travel training to direct community members for further training.

Vehicle sharing has been challenging. We started with one organization who was willing to share their vehicle, and things have stuck there. We have not yet been able to find another organization to partner with them. The plan for the next year is to create a survey and develop a document that maps the vehicles available and the programs/organizations in need of a vehicle. Clusters of interested parties within a community will be gathered to discuss how best to partner to share

resources.

Public Private partnership work has primarily focused on participation in the Adult Mental Health Initiative which consists of social service providers, medical providers, behavioral health providers, and advocates for the mentally ill. As part of that group the RTCC participated in a Mental Health Fair/5K run event. Because the event ran later than the bus service, the transportation provider agreed to extend its service hours to accommodate event attendees. When no one took advantage of the free service, the RTCC Coordinator met with the providers to discuss what barriers may have kept their clients from using the bus. The group determined their clients needed travel training services before they would feel comfortable using the bus independently. Future work in this area might include collaborating with large employers, churches, or health care providers and helping them develop a cadre of Lyft drivers to help provide transportation to their employees.

Volunteer Driver work has been completed by the NWRCC Volunteer Driver work team. The work of the past year was described above. The future of the Volunteer Driver work team will involve advocacy as part of the Volunteer Driver Coalition for a change in the federal charitable mileage reimbursement rate. RTCC staff is a member of the MCOTA Volunteer Driver work team that designs the Volunteer Driver Forum professional development opportunity and supervised the creation of a Frequently Asked Questions document regarding the legislative changes enacted last year that impact volunteer drivers. This new document will be placed on the Volunteer Driver webpage on the NWRCC website. The page will be expanded to describe the volunteer programs currently identified in general terms.

Professional Development is an essential element in an emerging field like mobility management. Staff completed nine courses offered by the National Center for Mobility Management. Regular development opportunities were offered by MNDOT and MCOTA that provided technical assistance. The Volunteer Driver Forum offered an opportunity to learn about best practices for program development, volunteer recruitment, screening, and training. RTCC staff across the state received training in participatory facilitation strategies which were then implemented in stakeholder meetings.

Emergency Management from the NWRDC is working with the NWRCC to develop relationships between the transit and emergency management/response communities. Due to COVID, regional meetings are just starting to come online due to public safety and facility requirements. Coordination and relationship building will continue so that situational awareness occurs for all parties when needed. Advancement in regional, county, and municipal transit opportunities will be shared so that coordination/continued support and planning can happen. Discussions have already occurred to identify transit related risks and deficiencies. Work continues to lessen or remove the aforementioned concerns and identify new situations. Procedures will be developed concerning methods to request the NWRCC assistance during disasters and will be disseminated to all. Internal exercises will also occur to practice the location, identification, and procurement of transit-related requests.

Table 26: Goals and Strategies

Goal 1:		Improve communication to increase awareness and ridership		
Strategy		Action	Progress	Notes
1.1:	Strengthen and increase number of inter-agency relationships	Facilitate NWRTPCC meetings, work team meetings, and other stakeholder engagements		
1.2:	Increase public knowledge of and comfort with using public transit	Travel Training for local community leaders to become champions and local problem solvers		
1.3:	Increase public awareness of the RTCC and coordination efforts happening in each county through marketing	Hire a professional videographer to create three short videos: What is RTCC? Specialized Transportation, and Volunteer Driver Recruitment		

Goal 2:		Travel Training		
Strategy		Action	Progress	Notes
2.1:	Increase public awareness of transportation options, and ability to navigate the travel process successfully	MnDOT provided Funding and NWRDC is prepared to hire	Finances are secured at the state level	
2.2:	Travel trainer provides guidance to local groups and agencies	Trainer meets with senior centers, assisted livings, schools and others		

Goal 3:		Expand the number and variety of options for local transportation		
Strategy		Action	Progress	Notes
3.1:	Expand Ride Share Options	Kittson County Lyft or WINGZ		
3.2:	Expand Ride Share Options	Roseau County Lyft or WINGZ		

3.3:	Expand micro-mobility options	Bike Share / Trikes/Tricksaws	Safe routes to school and bike libraries	
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Goal 4: Develop and Support Volunteer Driver Programs				
Strategy		Action	Progress	Notes
4.1:	Recruitment	Public engagement, website, social media		
4.2:	Program Support	Develop policies and procedures to support new or existing programs		
4.3:	Advocate for increase in the IRS Charitable rate to equal the business rate thus eliminate the need for the 1099	Participate in the Volunteer Driver Coalition and the efforts to change federal reimbursement rates for volunteer drivers	Met with Senator Klobuchar. Met with State Representatives Kiel and Johnson	A bill has been proposed to the federal legislative body

Goal 5: More efficient use of available vehicles				
Strategy		Action	Progress	Notes
5.1:	Develop Vehicle sharing programs	Connect Warroad Senior Living Center with other agencies to share their accessible vans		
5.2:		Connect Polk County DAC with agencies or organizations to share their van		
5.3:		Identify natural opportunities to partner and expand access to the vehicles, Facilitate sharing opportunities		
5.4:		Meet with organization that have a vehicle or do not have a one but wish to share, and discuss potential vehicle sharing and		

		process support from RTCC-help identify potential partnerships		
5.5:		Help interested parties develop policies and procedures to make sharing possible		

Goal 6:		To facilitate networking with all emergency response units and all transportation providers within the region		
Strategy		Action	Progress	Notes
6.1:	Coordination with Emergency Management	Meetings with emergency planning coordination council to respond to the emergency-preparedness needs of the elderly, disabled, and low-income individuals		
6.2:	6.2 Work with the Emergency Manager for region one	Create partnerships to respond to the identified gaps. Provide guidance on creating the processes that will support our planning in the event of an emergency.		
6.3:				

Goal 7:		Expand Public/Private Partnerships		
Strategy		Action	Progress	Notes
7.1:	Increase Public/Private Partnerships	Adult Mental Health Initiative, County Social Services, Churches		
7.2:	Increase partnerships with volunteer associations	Outreach to service clubs and volunteer organizations		
7.3:	Increase partnerships with large employers	Outreach to local employers	Meet with dairy and swine operations in	

			Norman County about transit service needs
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Goal 8:		Infrastructure improvements		
Strategy		Action	Progress	Notes
8.1:	Build DOTS/hubs	Discuss with transit users/providers where the best locations will be		
8.2:	Install electric infrastructure	Tri-Valley new building will have hookups		
8.3:	Long Range Radios	Tri-Valley new purchase		

Goal 9:		Increased Access to Public Transit		
Strategy		Action	Progress	Notes
9.1:	Funding for longer service	Expand weekend service. Evening service		
9.2:	Explore zero fare model	Research other programs who now operate with zero fares		
9.3:	Adequate staffing for busses	Increase incentives for drivers		
9.4:	Use Vans instead of busses	Eliminates the need for a CDL license		

Goal 10:		Legislative Advocacy		
Strategy		Action	Progress	Notes
10.1:	Change policy to allow providers to purchase vans	Met with Senator Klobuchar to discuss this topic. Inform the public through website and emails	It is being discussed at the federal legislature	
10.2:	Inform Legislative representatives	Met with Senator Johnson and Representative Kiel	It is being discussed at the state legislature	
10.3:	Change policy to increase STS reimbursement rates	Participate in CMS Listening sessions		

Goal 11:		Expand Centralized Transportation Information		
Strategy		Action	Progress	Notes
11.1:	Improve communication between busses and across long distances	Implement long-range radios at Tri-Valley		
11.2:	Inform the public of safe walking and biking routes	Integrate the safe routes to school into the RTCC website including bike paths		
11.3:	Inform the public of hiking and motorized trails in our region	Map and post the hiking and other trails that serve our region		
11.4	Inform the public where they can charge their electric vehicles	Map and post the electric charging stations available in our region		

Priority of Project:

The goals and strategies from table 26 developed the priority of projects table.

Table 27: Priority of Projects

Priority	Goal	Strategy	Project
1	Improve communication to increase awareness of transportation options. As people are more able to navigate the process it will increase ridership.	1.1 Strengthen and increase number of inter-agency relationships	Facilitate NWRCC meetings, work team meetings, and other stakeholder engagements
		1.2 Increase public knowledge of and comfort with using public transit	Travel Training for local community leaders to become champions and local problem solvers
		1.3 Increase public awareness of the RTCC and coordination efforts happening in each county	Hire a professional videographer to create three short videos: What is RTCC? Specialized Transportation and Volunteer Driver Recruitment

2	Develop and Sustain Volunteer Driver Programs	2.1 Recruitment	Public engagement, website, social media
		2.2 Support the volunteer driver programs and work to increase volunteer drivers across all seven counties.	Develop policies and procedures to support new or existing programs
		2.3 Advocate for increase in the IRS Charitable rate to equal the business rate thus eliminate the need for the 1099	Participate in the Volunteer Driver Coalition and the efforts to change federal reimbursement rates for volunteer drivers
3	Make more efficient use of the vehicles currently available using shared vehicles	3.1 Meet with organization that have a vehicle or do not have a one but wish to share and discuss potential vehicle sharing and process support from RTCC-help identify potential partnerships	Connect Polk County DAC with agencies or organizations to share their van. The DAC is willing to share vehicles.
		3.2 Help interested parties develop policies and procedures to make sharing possible.	
4	Expand the number and variety of options for local transportation	4.1 Explore On-demand options	Lyft/Wingz/other?
		4.2 Micro-mobility options	Bike Libraries?
5	Increase Access to Public Transportation	5.1 Funding for longer service. There's a need for longer service hours in Crookston, Thief River Falls, and East Grand Forks.	Expand weekend service, Evening service
		5.2 Explore zero fare model	Research other programs who now operate with zero fares
		5.3 Legislative advocacy. Continue to address transit needs with local representatives.	Advocate for increased rural funding
		5.4 Change policy to allow providers to purchase vans	Met with Senator Klobuchar to discuss this topic. Inform the public through website and emails
		5.5 More flexibility for determining service area. Have the capability to	Met with MNDOT staff

		travel further off the route.	
6	Expand the number of private/public partnerships	6.1 Increase Public/Private Partnerships. Partnerships with private business and social services to increase service where needed.	Adult Mental Health Initiative, County Social Services, Churches, volunteer organizations and service clubs
		6.3 Increase partnerships with large employers	Outreach to local employers. Arctic Cat, DigiKey, Polaris, and Marvins
7	Centralized Communications	7.1 Improve communication between busses and across long distances	Install long-range radios at Tri-Valley
		7.2 Inform the public of safe walking and biking routes	Integrate the safe routes to school into the RTCC website including bike paths
		7.3 Inform the public of hiking and motorized trails in our region	Map and post the hiking and other trails that serve our region
		7.4 Inform the public where they can charge their electric vehicles	Map and post the electric charging stations available in our region
8	Emergency Management	7.1 Collaborate with Emergency Management	