

## Memorandum

To: Sue Siemers, Greater Minnesota Mobility Manager, MnDOT District 3

From: Tom Cruikshank, Project Manager and  
Brian Gibson, PTP, St. Cloud APO Executive Director

Date: March 15, 2019

Re: Regional Transportation Coordinating Council (RTCC) Draft Operational Implementation Plan (OIP)

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### 1. Introduction

The Minnesota Departments of Transportation and Human Services, in collaboration with other state agencies through the Minnesota Council on Transportation Access (MCOTA) desire the creation of Regional Transportation Coordinating Councils (RTCCs) as appropriate throughout Greater Minnesota. The St. Cloud Area Planning Organization (APO) has facilitated a process to create an RTCC for the St. Cloud region, hereinafter referred to as the Central Minnesota Transportation Council (CMTCC). As part of the facilitation, the APO identified a comprehensive list of over 40 stakeholders<sup>1</sup> comprising public and private transportation providers, social service agencies, and counties to participate in the Project Management Team (PMT). A PMT work group was formed from the participating stakeholders to meet and provide input and help guide the APO in developing the RTCC structure. The PMT has been involved in the steps leading up to, and including, the development of an Operational Implementation Plan (OIP).

The development of the OIP is a key element in the process of establishing a RTCC. The OIP will be used as the basis for pursuing a Phase 2 Implementation Grant from the Minnesota Department of Transportation (MnDOT). This OIP defines and documents the steps necessary for the RTCC to become fully operational. These steps include the following:

1. Documenting the goals and objectives of the RTCC
2. Defining the geographic region to be served by the RTCC
3. Describing RTCC membership and organizational structure
4. Providing bylaws or operational standards for how the RTCC will operate
5. Describing the organizational resources needed for the RTCC to operate, including hosting organization, staffing needs, office space, funding, and technology requirements
6. Proposing an annual budget for the first two years of operation, including a description of how a 20 percent local match will be obtained to leverage MnDOT operating grants
7. Outlining a work plan of activities to be undertaken by the RTCC for the first two years of operation
8. Describing the steps necessary for the RTCC to become fully operational

This memo provides the framework for the OIP by addressing each of the elements listed above.

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<sup>1</sup> For a complete Stakeholder list, see Exhibit A attached to this memo

## 2. Goals and Objectives

As Minnesotans increasingly commute from one community to another for jobs, medical appointments, education, shopping, and other purposes, the need for regional public transportation grows. To serve this transportation market – especially people who are transportation disadvantaged, such as older adults, persons with disabilities, persons with low income, new Americans, veterans, and others – transit services need to provide efficient and effective regional coverage. The primary purpose of an RTCC is to increase and improve coordination between transportation providers, identify and fill transportation gaps, streamline access to transportation, and provide all individuals more options of where and when they can travel. With this understanding of the purpose of a RTCC, the PMT participated in a facilitated process to develop a mission statement and set of goals and objectives. These goals and objectives will be used to guide the CMTC work plan for the first two years of operation.

### *Mission Statement:*

“The Central Minnesota Transportation Council will serve as a centralized transportation service coordinator of affordable, quality, accessible, and available mobility options to all populations in the region.”

### *Goals and Objectives:*

The goals and objectives for the CMTC are shown in **Table 1**.

**Table 1: Goals and Objectives**

Goal	Objective
Facilitate interagency coordination	1. Convene meetings of the RTCC members
Address comprehensive transportation needs	1. Work with stakeholders and the public to identify transportation needs 2. Work with providers, stakeholders, and the public to identify service gaps 3. Work with providers to fill service gaps 4. Participate in updates to the Public Transit Human Services Transportation Coordination Plan
Efficiently use resources and leverage volunteer drivers	1. Coordinate volunteer driver programs and organize volunteers to effectively and efficiently provide rides
Support the identification of additional funding sources	1. Work with public and private transportation providers to cooperatively purchase and share capital resources 2. Work with county, insurance, and transportation providers to improve facilitation of payments for transportation services, including medical assistance billing and reimbursements by the county

Goal	Objective
Improve cost-effectiveness of services through regional management	<ol style="list-style-type: none"> <li>1. Work with regional stakeholders (e.g., human services departments, schools, colleges, large employers, etc.) to educate them about available transportation options for clients, customers and staff</li> <li>2. Develop centralized regional coordination of transportation services</li> </ol>
Help ensure quality transportation services	<ol style="list-style-type: none"> <li>1. Establish a mechanism to routinely evaluate the quality of public and private transportation services through user surveys and provide results to RTCC members</li> </ol>
Increase public awareness of available transportation services	<ol style="list-style-type: none"> <li>1. Create and maintain a centralized database of available transportation resources</li> <li>2. Create a marketing campaign to inform and educate the public about available transportation services</li> <li>3. Market the RTCC as a one call/one click resource for transportation services</li> <li>4. Develop a website and social media strategy that highlights available transportation services and enables users to connect with public and private transportation providers</li> <li>5. Create and expand customer travel training programs</li> </ol>

### 3. Geographic Service Area

The PMT was tasked with establishing the geographic service area for the CMTC. MnDOT requires that all RTCCs contain at least four contiguous counties outside of the Twin Cities metro area. The PMT recommended establishing a six-county area for the CMTC based on current transit service areas and service demand. These counties were selected based upon the needs and travel demands of their residents.

The CMTC counties identified below are shown on the region service area map in **Figure 1**.

- Benton
- Mille Lacs
- Morrison
- Sherburne
- Stearns
- Wright



### 3.1 Public Transit Providers

Public transit providers within the six-county area, who are also stakeholders, include: Tri-CAP, Metro Bus, and Trail Blazer Transit. **Table 2** provides a list of the region's public transit providers and the areas they serve.

**Table 2: Transit Providers and Service Areas**

Provider	Service Area
Tri-CAP Public Transit	Benton, Mille Lacs, Morrison, Sherburne and Stearns Counties
Metro Bus	Cities of St. Cloud, Sartell, Sauk Rapids, Waite Park
Trail Blazer Transit	Wright County

The St. Cloud metro area serves as a hub for transit service for both Metro Bus and Tri-CAP activity. Service activity levels within and between the counties by Tri-CAP and Trail Blazer Transit are shown on **Figure 2** based on an analysis of the ridership data and 2015 rider surveys. The greatest transit trip activity is in Sherburne and Wright Counties. Within the St. Cloud metro area, Metro Bus provides a very high level of urban transit services. Tri-CAP provides connecting service to and from Metro Bus services within the St. Cloud metro area.

Other public transit activity levels vary throughout the six-county CMTCC region with additional transit activity generating from Elk River, Little Falls, Milaca, Onamia, Buffalo, Monticello and Sauk Centre where Tri-CAP and Trail Blazer Transit systems operate.

Counties identified within the proposed CMTCC may also participate in other RTCCs. Morrison County has chosen to participate in both the Region 5 RTCC and the CMTCC due to differing transportation needs and demands from its residents. Mille Lacs County has chosen to participate in the Region 7E RTCC and the CMTCC for similar reasons. In addition, Wright County may choose to participate in the Mid-Minnesota RTCC to the southeast as well as the CMTCC.

The CMTCC will be required by MnDOT to coordinate transportation options with neighboring RTCCs, including Twin Cities metropolitan area counties. The RTCCs throughout the state will cooperatively coordinate trips between and through their respective counties.



#### 4. Human Services Transportation Coordination Plan Needs and Strategies

MnDOT asked that the RTCCs identify the specific needs and strategies defined in the local Human Service-Public Transit Coordination Plan toward which the RTCC will continue working. The CMTC will continue to work toward meeting those specific needs and strategies.

The most recent St. Cloud APO/Region 7W plan was adopted in 2017 and is used as the basis for this analysis. **Table 3** summarizes the needs and strategies and efforts identified in the St. Cloud APO/Region 7W Local Human Service-Public Transit Coordination Plan along with the actions CMTC is prepared to take to address these concerns

**Table 3: Local Human Services-Public Transit Coordination Plan Needs and Strategies**

Need	Strategy	CMTC Actions
Hire a Mobility Manager to take on a variety of tasks, such as connecting riders and providers, identifying service gaps and finding solutions, etc.	Hire a Mobility Manager	The CMTC host organization will lead this effort. CMTC PMT members will be involved
Convene regional coordination body	Stakeholder members of the RTCC become the regional coordination body	The CMTC Board will serve as the regional coordination body
Create a centralized, printable, on-line database with all public, nonprofit, and for-profit providers. Include contract information, hours of service, coverage area, etc.	A centralized information database will assist the public in locating transportation providers	The Mobility Manager will manage a database with CMTC member and public and private transportation provider information
Create a public awareness campaign to educate the public on what the RTCC provides, including transportation options, how to use the services, why the services are beneficial	Educate public on the RTCC and its services	CMTC staff will develop a marketing plan and public awareness campaign of transportation options
Improve community engagement activities	Hold regularly scheduled community meetings to engage the public and stakeholders	CMTC staff will host public forums and workshops
Educate regional transportation referral agency staffs about transportation options	Develop comprehensive and inclusive list of public and private transportation providers	CMTC staff will work with regional stakeholders to educate them about available transportation options
Provide technical training for coordination staff	Offer training on how to access transportation providers for agency transportation coordination staff	CMTC staff will provide training and education opportunities for transportation referral agencies
Continue/expand customer travel training programs	Offer customer travel training	CMTC staff will address this need through customer travel training programs

Need	Strategy	CMTC Actions
Increase availability of smart phone applications for trip planning	Develop a web based and smart phone transportation scheduling portal	CMTC will create of one-call/one-click system
Work with area schools/colleges to help coordinate mobility strategies and transportation services	Improve access to transportation services	CMTC staff will work with area schools/colleges
Improve job access for veterans	Work with transportation providers and agencies that represent veterans to improve access to jobs	CMTC staff will coordinate with county veteran service offices and Veteran Affairs Medical Center staff
Improve accessibility to schools for homeless children, such as those staying at the Salvation Army in St. Cloud	Coordinate between agencies and transportation providers to improve access to services	CMTC staff will work with transportation providers to develop a plan to fill service gaps
Improve transportation services for seniors at senior housing centers, such as the Keller Lake Commons	Coordinate between agencies and transportation providers to improve access to services	CMTC staff will work with transportation providers to develop a plan to fill service gaps
Expand services in the outer lying portion of the St. Cloud metro area	Coordinate between agencies and transportation providers to improve access to services	CMTC staff will work with transportation providers to develop a plan to fill service gaps
Expand weekend and holiday hours	Identify weekend and holiday service needs and gaps and work with transportation providers to fill those service gaps	CMTC staff will work with transportation providers to develop a plan to fill service gaps
Increase travel options to county seats	Identify service gaps to county seats in the region	CMTC staff will work with transportation providers to develop a plan to fill service gaps
Increase service hours throughout the day	Coordinate between agencies and transportation providers to improve access to services	CMTC staff will work with transportation providers to develop a plan to fill service gaps
Increase service hours during non-typical travel times	Coordinate between agencies and transportation providers to improve access to services	CMTC staff will work with transportation providers to develop a plan to fill service gaps
Contract with transportation providers to permit co-mingling of capital resources	Coordinate conversations between transportation providers to find ways to share capital resources	Initiate discussion through coordination efforts between private and public transportation providers
Contract between agencies with common base prices for trips	Establish common trip cost rates among transportation services	Initiate discussion through coordination efforts with



Need	Strategy	CMTC Actions
		public and private transportation providers
Improve private sector involvement through full participation of private provider participation	Involve private transportation providers and brokers in coordination efforts between public and private organizations	Initiate discussion through coordination efforts with public and private transportation providers
Collect ride denial data from private partners	Implement tools that support data management	Initiate discussion through establishment of a customer tracking program with private transportation providers
Work with Uber, Lyft, and others to help improve fee/fare structures	Implement tools that support data management	Initiate discussion through partnerships developed with private transportation providers
Coordinate volunteer driver programs/organize volunteers to provide rides	Coordinate volunteer driver recruitment and training	CMTC staff work with volunteer driver providers to coordinate programs and organize volunteers to provide rides more effectively

### 5. Membership and Organizational Structure

The PMT has recommended that the CMTC will be open to public and private transportation service providers, cities and counties, area social service agencies, and business organizations. It has also recommended that in order to have voting or policy-making authority, the member organization must be a financial investor in the CMTC. Member status can be achieved by either providing start-up financial support or through paying membership dues. The PMT will recommend an investment level based upon the final draft of the two-year CMTC operating budget local share requirement. A 20 percent local share is required to qualify for MnDOT RTCC operating grants.

The CMTC Board will provide oversight to CMTC staff and their work activities. The Board will also set budgets, policies and establish goals and objectives of the organization. It is anticipated that the CMTC Board will be formally established through a Joint Powers Agreement (JPA) between members and a set of bylaws that will outline the governance structure, meeting frequency and dues and payment requirements.

### 6. Standards of Operation and Bylaws

The Standards of Operation establishes expectations and structural guidance to the Board and staff for operations of the CMTC. The Standards of Operation proposed for the St. Cloud Area CMTC are described below.

The CMTC Board will establish advisory committees as needed. Examples of committees could be for advising the Board on one-call and one-click technologies, marketing and promotions activities, regional transportation coordination efforts or improving how transportation service

payments are processed and paid. The CMTC Board will determine committee meeting frequency and utilize those meetings to track the progression of the CMTC as it implements its work plan. The Board will appoint officers, including chair, vice chair, and secretary. Officers of the CMTC Board will work with CMTC staff and stakeholders during two-year renewable appointments.

## **6.1 CMTC Standards of Operations**

### **ARTICLE I – Name**

The name of this board shall be the Central Minnesota Transportation Council (CMTC).

### **ARTICLE II – Objective**

The objective of the CMTC is to serve as the local transportation coordinating council for a six-county area of central Minnesota, including Benton, Mille Lacs, Morrison, Sherburne, Stearns and Wright counties, and to provide regional transportation coordination for all populations, including but not limited to veterans, people with disabilities, older adults, and persons with low-income.

### **ARTICLE III – Members**

The CMTC membership shall consist of stakeholder investors determined through a direct start up financial contribution or through a membership dues structure.

Each member will have one representative and an alternate to serve on the CMTC Board. Only one vote per member organization will be recognized.

### **ARTICLE IV – Officers**

Section 1. The Officers of the CMTC shall consist of a Chairperson, Vice Chairperson, and Secretary. Each shall be a CMTC member.

Section 2. The Chairperson shall preside over all meetings of the CMTC Board.

Section 3. The Vice Chairperson shall, in the case of the absence or disability of the Chairperson, perform the duties of the Chairperson.

Section 4. The Secretary shall, in the case of the absence or disability of both the Chairperson and Vice Chairperson, perform the duties of Chairperson. The Secretary shall take responsibility for the accuracy and maintenance of Board meeting minutes and other documents.

Section 5. The Officers shall perform the duties described in the parliamentary authority (e.g., Roberts Rules of Order) and these Standards of Operations.

Section 6. The Officers shall be elected by vote at a regularly scheduled CMTC Board meeting to serve a term of two years or until their successors are elected. Their term of office shall begin upon adjournment of the regular meeting during which the election took place. The two-year terms are renewable.

Section 7. Elections shall be held every other year at the January CMTC Board meeting.

Section 8. In the event the Chairperson resigns from the CMTC or a vacancy is created, the Vice Chairperson shall assume the position until the next scheduled election.

Section 9. In the event the Vice Chairperson resigns from the CMTC or a vacancy is created, the Secretary shall assume the position until the next scheduled election.

Section 10. In the event the Secretary resigns from the CMTC or a vacancy is created, a special election will take place at the next scheduled CMTC meeting.

Section 11. No person shall hold office if he/she is not a member and no member shall hold more than one office at a time.

#### ARTICLE V – Committees

Section 1. The direction and authority of subgroups or committees will be determined upon their formation.

#### ARTICLE VI – Meetings

Section 1. A regular meeting location, date and frequency for the CMTC will be determined by the CMTC Board at its initial meeting. Special meetings may be called by the CMTC Chairperson.

Section 2. Notices for regular meetings will be sent to each CMTC member by the Mobility Manager at least one week in advance of the meeting.

Section 3. All meetings of the CMTC shall be open to the public. Interested participants are encouraged to attend.

Section 4. Minutes shall be recorded at every meeting and sent to the CMTC Board within one week of the meeting.

Section 5. 51 percent of the membership of the CMTC shall constitute a quorum. There shall be no proxy votes. Designated alternates may vote in the absence of the appointed representative.

Section 6. Decisions will be made through consent whenever possible. If a vote is needed, a motion may be passed by the majority of the CMTC members in attendance, providing a quorum has been reached.

Section 7. The CMTC may decide to go into Executive Session for matters of personnel or contractual issues in accordance to MN Statute 13D, Open Meeting Laws.

#### ARTICLE VII – Regional Coordination

The CMTC is served by a Mobility Manager. The primary responsibilities of the Mobility Manager are to:

Section 1. Serve as the single contact point to the CMTC and work with the CMTC Board Chairperson to coordinate and facilitate all meetings, including conference calls, and maintain minutes and summaries of all meetings

Section 2. Work with the Saint Cloud APO Executive Director to ensure that accountings of all financial activity pertaining to the CMTC, including grant reports and audits, are completed accurately and in a timely manner.

Section 3. Implement and maintain a regional One Call/One Click center. Develop partnerships with all relevant organizations and jurisdictions within the CMTC and between other RTCCs.

Section 4. Prepare applications for funding and operational grants pertaining to the CMTC.

ARTICLE VIII – Amendment

These Standards of Operations may be amended at any regular or special meeting of the CMTC Board by a two-thirds (2/3) or greater vote of the CMTC in attendance, provided that previous notice of the amendment was given to all members at least two weeks in advance and a quorum is present.

## 7. Staffing, Organizational Resources and Budget

The CMTC PMT has discussed and recommended the APO to be the host organization and fiscal agent for the CMTC. As a Metropolitan Planning Organization (MPO), the APO has a multi-jurisdictional governance structure well-suited for the proposed six-county geographic CMTC area, and the APO has extensive experience in receiving, administering, and accounting for state and federal grant monies. If it agrees to serve as the host organization, the APO board will provide fiscal oversight to the CMTC. As fiscal agent, the APO shall do the following:

- Receive all state grant monies and membership dues on behalf of the CMTC; and
- Account for and report the expenditure of CMTC funds to the CMTC Board and all applicable regulatory or oversight agencies, including the State of Minnesota; and
- Monitor the expenditure of CMTC monies to ensure compliance with all applicable laws and regulations; and
- Keep all CMTC funds in one or more separate account(s) and at no time shall allow the intermingling of CMTC funds with APO funds; and
- Monitor the expenditure of CMTC funds for legal and regulatory compliance purposes, but shall not direct nor prohibit the lawful expenditure of CMTC funds

The CMTC Board shall direct the lawful expenditure of CMTC funds and may choose to authorize the Mobility Manager to expend funds under certain conditions or circumstances.

The APO Executive Director will be charged with providing administrative oversight for the CMTC. Office space, furnishings, equipment, computers, and administrative support would be provided by the APO, which shall then be reimbursed by the CMTC. CMTC staff wages would be paid through the APO's payroll and accounting system, while costs for insurance and other benefits would be determined based on individual staff needs.

While the CMTC shall be hosted by the APO for administrative purposes, staff of the CMTC shall not be employees of the APO. The Mobility Manager shall report directly to the CMTC Board. All other CMTC staff members shall report to the Mobility Manager.

### 7.1 Staffing

To accomplish the goals and objectives identified in this OIP, the PMT has recommended that the CMTC be staffed by three employees; a full-time Mobility Manager and Mobility Coordinator and either a part- or full-time Mobility Assistant. The three positions would be hired in a staggered timeline during the first two years of operation. The Mobility Manager would be hired first, followed by the Mobility Coordinator, and then the Mobility Assistant.

### Mobility Manager

The Mobility Manager will be responsible for the day-to-day CMTC operations and serve as primary staff to the CMTC Board and committees. Ideal candidates will have experience in a non-profit agency or government with an emphasis on customer service and working with individuals with varying demographic and socioeconomic backgrounds. The Mobility Manager will most likely be hired initially on a two-year commitment.

The Mobility Manager will attend all CMTC Board meetings and will be responsible for arranging and producing materials for the meeting. At each meeting, the Mobility Manager will provide a progress report on the activities identified in the CMTC's initial two-year work plan. The Mobility Manager will be subject to administrative requirements of the APO, such as following the APO's procurement process, public engagement plan, and other administrative processes.

The Mobility Manager will be required to actively seek and apply for grants from federal, state, non-profit, business and philanthropic organizations, as well as from local community investors. The Mobility Manager should have grant writing and administration experience.

Responsibilities include scheduling meetings, creating agendas and taking meeting minutes. The Mobility Manager will further work with the CMTC Board to develop priorities for coordination and collaboration with regional stakeholders.

The Mobility Manager will be responsible for hiring additional CMTC staff: Mobility Coordinator and Mobility Assistant. This will include creating job descriptions and facilitating the hiring process.

The Mobility Manager is a salaried position with benefits. **Table 4** reflects the average salary of a "Program Manager", a job title most similar to Mobility Manager. This information was obtained by conducting a website search of similar positions. The total compensation for the position also includes an estimate of benefits based on comparable benefits for St. Cloud APO staff.

**Table 4: Mobility Manager Salary Search**

Position	Average Salary	Benefits (Estimated)	Total
Program Manager	\$59,970	\$15,000	\$74,970

Source: Indeed website search

### Mobility Coordinator

Within the first six months, the Mobility Manager will hire a full-time Mobility Coordinator. The Mobility Coordinator will be responsible for working with stakeholders, including county human service departments, schools, public and private transportation providers and promote awareness of the CMTC. The Mobility Coordinator will represent the CMTC at community meetings, workshops and other engagement events.

The Mobility Coordinator should have experience working in non-profit or government organization or sales and marketing and public engagement. They should have strong communication and presentation skills.

The Mobility Coordinator is a salaried position with benefits. **Table 5** reflects the average salary of a "Program Coordinator", a job title most similar to Mobility Coordinator. This information was obtained by conducting a website search of similar positions. The total compensation for the

position also includes an estimate of benefits based on comparable benefits for St. Cloud APO staff.

**Table 5: Mobility Coordinator Salary Search**

Position	Average Salary	Benefits (Estimated)	Total
Program Coordinator	\$44,208	\$14,000	\$58,208

Source: Indeed website search

Mobility Assistant

Entering the second year of operation a Mobility Assistant will be added to the CMTC staff to provide administrative support as inquiries, marketing, and initiatives ramp up.

The Mobility Assistant can be either a part- or full-time position depending on the anticipated workload. The Mobility Assistant would have experience in an office environment, providing administrative support or in sales and marketing.

A full-time Mobility Assistant should be an hourly position with benefits. **Table 6** reflects the average hourly rate of a “Administrative Assistant”, a job title most similar to Mobility Assistant. This information was obtained by conducting a website search of similar positions. The total compensation for the position also includes an estimate of benefits per hour based on comparable benefits for full-time St. Cloud APO staff. A part-time Mobility Assistant would not receive the same benefits as a full-time employee, which would reduce the total hourly rate.

**Table 6: Mobility Assistant Salary Search**

Position	Average Hourly Wage	Benefits (Estimated)	Total
Administrative Assistant (full-time)	\$16.27	\$5.00	\$21.27

Source: Indeed website search

**7.2 Organizational Resources and Budget**

In starting the RTCC, office space and all standard office equipment would be provided by the APO as the host organization. The cost of office rent, purchase or sharing of office equipment (i.e. computers, office furnishings and supplies), and administrative support is included in the CMTC budget.

**Table 7** outlines the initial two-year budget for the RTCC. The budget includes staffing, office rent and administrative support by the APO, marketing and communications expenses, and technology investments for a one-call/one-click web portal creation. Salary estimates for each staff position, described in **Section 7.1**, fall within the ranges shown in the two-year budget estimates.

**Table 7: Two-Year Budget**

Category	2020 Budget	2021 Budget
Mobility Manager (salary & benefits)	\$60,000 - \$80,000	\$60,000 - \$80,000
Mobility Coordinator (salary & benefits)	\$25,000 - \$35,000 (half year)	\$50,000 - \$70,000
Mobility Assistant (salary & benefits)	\$0	\$40,000-\$50,000 (full-time)
Office Rent, Supplies & Administrative Support	\$20,000	\$20,000
Marketing	\$100,000	\$50,000
Website & IT Support (One-Call / One-Click)	\$100,000	\$25,000
Annual Total	\$305,000 - \$335,000	\$245,000 - \$295,000
Two Year Total	\$550,000 - \$630,000	

A Phase 2 implementation grant application will be submitted to MnDOT to provide up to 80 percent of the CMTC's operational costs for its first two years. The CMTC will need to provide the 20 percent local match. This match will be raised through a combination of investor members, membership dues, grants, and other contributions.

A start-up funding strategy to provide the initial 20 percent local share for the first two years of operation of the CMTC has been proposed by the APO. The strategy requires the six counties: Stearns, Benton, Sherburne, Wright, Morrison and Mille Lacs to pay an initial fee based on their respective population percentages. Additional local financial support will be generated through a membership dues structure that public and private transportation providers, government, non-profit and business agencies and organizations may participate in.

**8. Two-Year Work Plan**

The Two-Year Work Plan outlines the tasks to be completed during the first two years of operation. The list of tasks is based on the goals and objectives identified in this OIP and are listed in **Table 8**.

**Table 8: Two-Year Work Plan**

<b>Year One</b>		
<b>Task</b>		<b>To be Completed by</b>
1	Establish CMTC board meeting schedule	Mobility Manager
2	Develop centralized database of available regional transportation resources	Mobility Manager
3	Establish a customer tracking program to record and analyze trip requests facilitated by the CMTC as well as requests that are unable to be completed by the CMTC	Mobility Manager
4	Work with public and private transportation providers and volunteer programs to meet existing demand outside the service area	Mobility Manager
5	Attend local events to seek funding opportunities for the CMTC	Mobility Manager
6	Seek partnerships with private for-profit and non-profit transportation providers to create subsidized transportation options for trips the CMTC cannot meet	Mobility Manager
7	Hire Mobility Coordinator	Mobility Manager, CMTC Board
8	Define key stakeholders and partner with local agencies and groups that advocate/work with each stakeholder group	Mobility Coordinator
9	Identify transportation opportunities and challenges for each key stakeholder group	Mobility Coordinator
10	Host public forums and workshops to engage with stakeholders and learn more about their unique challenges	Mobility Coordinator
11	Work with transportation providers, stakeholders and the public to identify gaps in services and unmet transportation needs, including but not limited to homeless children living at Salvation Army, senior housing complexes and expanding services to the outlying areas of the St.Cloud metro	Mobility Manager, Mobility Coordinator
12	Coordinate volunteer driver programs and organize volunteers to most effectively and efficiently provide rides	Mobility Coordinator
13	Develop a marketing plan to inform and educate stakeholder groups about available transportation options	Mobility Manager, Mobility Coordinator
14	Create and expand transportation referral and customer travel training programs	Mobility Manager, Mobility Coordinator
15	Develop website and social media portals to accommodate the one-click strategy	Mobility Coordinator
16	Attend local events to increase awareness of the CMTC among stakeholders	Mobility Coordinator, Mobility Manager
17	Market the CMTC as a one-call/one-click resource for transportation solutions and trip planning features	Mobility Coordinator
18	Establish a mechanism to evaluate the quality of transportation services	Mobility Manager
<b>Year Two</b>		
<b>Task</b>		<b>To be Completed by</b>
1	Hire Mobility Assistant	Mobility Manager, CMTC Board



2	Evaluate the quality of transportation services and provide results to CMTC members	Mobility Manager, CMTC board
3	Work with MnDOT to create effective coordination efforts among surrounding RTCCs and develop standards to determine how counties can be added to the CMTC	Mobility Manager, CMTC Board
4	Work with regional stakeholders (e.g., human services departments, schools, colleges, veterans' services, large employers, etc.) to educate them about available transportation options for clients, customers, and staff	Mobility Manager, Mobility Coordinator, CMTC Board
5	Identify opportunities to share capital resources among transportation providers	Mobility Manager
6	Work with insurance and transportation providers to facilitate an improved process for completing payments for transportation services, including medical assistance billing	Mobility Manager

### 9. Steps to Making the CMTC Operational

Through the planning process for establishing the CMTC, the PMT has held meetings, completed a process of determining how an RTCC can be established, and concluded that an RTCC should be developed for the St. Cloud area. A geographic area has been proposed consisting of a six-county area of Benton, Mille Lacs, Morrison, Sherburne, Stearns and Wright Counties. The PMT has reviewed and discussed the operating structure and features of similarly established RTCC organizations. The St. Cloud APO has been identified as the preferred host organization and fiscal agent for the CMTC. The PMT has discussed and recommended a staffing and budgeting strategy outlined in this OIP. A name and logo have been adopted by the PMT calling the RTCC the Central Minnesota Transportation Council (CMTC). These steps will be further developed as the OIP is moved through the approval process by the stakeholders, PMT, public and MnDOT.

Figure 3: Name and Logo



The St. Cloud APO, CMTC stakeholders and PMT have established several steps necessary for the CMTC to become fully operational. The PMT has set forth a recommendation that the CMTC move ahead into Phase 2 implementation and that these steps be taken to move into the next phase.

1. Complete all necessary approvals for the Saint Cloud APO to become the host organization for the CMTC
2. Establish investor member commitments to provide the required local share match for a state grant for starting up the CMTC
3. Complete a grant application with MnDOT for Phase 2 implementation of the CMTC
4. Conduct the search and complete the hiring of the Mobility Manager
5. Determine key stakeholders and partners within local agencies, organizations and governmental units
6. Introduce the CMTC through a series of public forums and workshops to engage with stakeholders to learn more about their unique challenges
7. Develop a marketing plan to inform and educate each stakeholder group about available transportation options
8. Begin work on the one-click website portal for CMTC stakeholders
9. Seek on-going funding opportunities to sustain the CMTC

**Exhibit A: RTCC Stakeholder List**

Name	Representing
Alexis Lutgen	United Way
Ann Bailey	DARTS
Anna Bohanan	Wright County
Ben Byker	CMCOA
Beth Crook	Mille Lacs County
Bob Fix	Functional Industries
Brad Vold	Morrison County
Brenda Brittin	Rainbow Rider Transit
Brenda Geldert	Options, Inc.
Bruce Price	Sherburne County
Bryan Baker	Elite Taxi
Cory Vaske	Stearns County
Cyndi Harper	Metro Transit
Debbie Anderson	Metro Bus
Eric Labraaten	ACC Midwest Transportation
Gary Ludwig	Trail Blazer Transit
George Fiedler	Benton County
Luke Greiner	DEED
James Rothstein	City of St. Martin
Jami Goodrum Schwartz	Wright County
Janet Goligowski	Stearns County
Jenn Russell	CMJTS
Jim Nienaber	MTM, Inc.

Jim Segler	Morrison County
Kat Harrison	UCP Central Minnesota
Kathy Geislinger	CentraCare
Katie Hanson	Benton County
Kim Pettman	Transportation Advocate
Laura Sakry	Assumption Home
Leslie Dingmann	GSDC
Lisa Parteh	Functional Industries
Lori Schultz	Tri-CAP
MaryJo Cobb	Sherburne County
Michelle Miller	Wright County
Nancy Betts	WACOSA
Nikki Juntunen	Reach Up, Inc.
Penny Pesta	Morrison County
Rod Peterson	Functional Industries
Rod Peltoma	Mille Lacs County DAC
Roger Long	Voigt's Bus Service
Tammy Biery	Career Services
Terry Markfort	Care Transportation
Trent Dilks	Disabled American Veterans MN