Five-Year Transit System Plan for 2020-2025

Central Community Transit
Southwest Region

Prepared for:
Central Community Transit

September 2019

Table of Contents

Figures

Tables

Acronyms

ACS	American Community Survey
ADA	Americans with Disabilities Act
APC	Automated Passenger Counter
AVL	Automatic Vehicle Location
CCT	Central Community Transit
FTA	Federal Transit Administration
GMTIP	Greater Minnesota Transit Investment Plan
LEHD	Longitudinal Employer-Households Dataset
M,T,W,R,F	Monday, Tuesday, Wednesday, Thursday, Friday
MnDOT	Minnesota Department of Transportation
MPO	Metropolitan Planning Organization
MPTA	Minnesota Public Transit Association
MVLST	Motor Vehicle Lease Sales Tax
MVST	Motor Vehicle Sales Tax
OTAT	Office of Transit and Active Transportation
RDO	Regional Development Organization
SMOC	Southwestern Minnesota Opportunity Council
TCRP	Transit Cooperative Research Program
UCAP	United Community Action Partnership

Glossary

Access: The opportunity to reach a given destination within a certain timeframe or without significant physical, social, or economic barriers.

Accessible Vehicle: A public transportation vehicle that does not restrict access, is usable, and provides allocated space and/or priority seating for individuals who use mobility devices.

Americans with Disabilities Act (ADA): The Americans with Disabilities Act, passed in July 1991, gave direction to local transit agencies to ensure full access to transportation for persons with disabilities.

Capital Cost: The cost of equipment and facilities required to support transportation systems, including vehicles, radios, shelters, software, etc.

Central Transfer Point: A central meeting place where routes or zonal demand-responsive buses intersect so that passengers may transfer. Routes are often timed to facilitate transferring and depart once passengers have had time to transfer. When all routes arrive and depart at the same time, the system is called a pulse system. The central transfer point simplifies transfers when there are many routes (particularly radial routes), several different modes, and/or paratransit zones. A downtown retail area is often an appropriate site for a central transfer point, as it is likely to be a popular destination, a place of traffic congestion and limited parking, and a place where riders are likely to feel safe waiting for the next bus. Strategic placement of the transfer point can attract riders to the system and may provide an opportunity for joint marketing promotions with local merchants.

Circulator: A bus that makes frequent trips around a small geographic area with numerous stops around the route. It is typically operated in a downtown area or area attracting tourists, where parking is limited, roads are congested, and trip generators are spread around the area. It may be operated all-day or only at times of peak demand, such as rush hour or lunchtime.

Commuter Bus Service: Transportation designed for daily, round-trip service, which accommodates a typical 8-hour, daytime work shift (e.g., an outbound trip arriving at an employment center by 8 a.m., with the return trip departing after 5 p.m.).

Coordination: Coordination means pooling the transportation resources and activities of several agencies. The owners of transportation assets talk to each other to find ways to mutually benefit their agencies and their customers. Coordination models can range in scope from sharing information, to sharing equipment and facilities, to integrated scheduling and dispatching of services, to the provision of services by only one transportation provider (with other former providers now purchasing services). Coordination may involve human service agencies working with each other or with public transit operations.

Dedicated Funding Source: A funding source that, by law, is available for use only to support a specific purpose and cannot be diverted to other uses (e.g., the federal gasoline tax can only be used for highway investments and, since 1983, for transit capital projects).

Demand-Responsive Service: Service to individuals that is activated based on passenger requests. Usually passengers call the scheduler or dispatcher and request rides for dates and times. A trip is scheduled for that passenger, which may be canceled by the passenger. Usually involves curb-to-curb or door-to-door service. Trips may be scheduled on an advanced reservation basis or in “real-time.” Usually smaller vehicles are used to provide demand responsive service. This type of service usually provides the highest level of service to the passenger but is the most expensive for the transit system to operate in terms of cost per trip. In rural areas with relatively high populations of elderly persons and persons with disabilities, demand-responsive service is sometimes the most appropriate type of service. Sub-options

within this service type are discussed in order of least structured to most structured, in terms of routing and scheduling.

- **Pure Demand-Responsive Service**: Drivers pick up and drop off passengers at any point in the service area, based on instructions from the dispatcher. In pure demand-responsive systems, the dispatcher combines immediate requests, reservations, and subscription service for the most efficient use of each driver's time.
- **Zonal Demand-Responsive Service**: The service area is divided into zones. Buses pick up and drop off passengers only within the assigned zone. When the drop off is in another zone, the dispatcher chooses a meeting point at the zone boundary for passenger transfer or a central transfer is used. This system ensures that a vehicle will always be within each zone when rides are requested.
- **Flexibly Routed and Scheduled Services**: Flexibly routed and scheduled services have some characteristics of both fixed route and demand-responsive services. In areas where demand for travel follows certain patterns routinely, but the demand for these patterns is not high enough to warrant a fixed route, service options such as checkpoint service, point deviation, route deviation, service routes, or subscription service might be the answer. These are all examples of flexible routing and schedules, and each may help the transit system make its demand-responsive services more efficient while still maintaining much of the flexibility of demand responsiveness.

Dial-A-Ride Service: A name that is commonly used for demand-responsive service. It is helpful in marketing the service to the community, as the meaning of "dial-a-ride" may be more self-explanatory than "demand-responsive" to someone unfamiliar with transportation terms.

Express Bus Service: Express bus service characteristics include direct service from a limited number of origins to a limited number of destinations with no intermediate stops. Typically, express bus service is fixed route/fixed schedule and is used for longer distance commuter trips. The term may also refer to a bus that makes a limited number of stops while a local bus makes many stops along the same route but as a result takes much longer.

Farebox Recovery Ratio: The percentage of operating costs covered by revenue from fares and contract revenue (total fare revenue and total contract revenue divided by the total operating cost).

Fares: Revenue from cash, tickets, and pass receipts given by passengers as payment for public transit rides.

Federal Transit Administration (FTA): An operating administration within the United States Department of Transportation that administers federal programs and provides financial assistance to public transit.

Feeder Service: Local transportation service that provides passengers with connections to a longer-distance transportation service. Like connector service, feeder service is service in which a transfer to or from another transit system, such as an intercity bus route, is the focal point or primary destination.

Fixed Route: Transportation service operated over a set route or network of routes on a regular time schedule.

Goal: A community's statement of values for what it wants to achieve.

Headway: The length of time between vehicles moving in the same direction on a route. Headways are called short if the time between vehicles is short and long if the time between them is long. When headways are short, the service is said to be operating at a high frequency; if headways are long, service is operating at a low frequency.

Intercity Bus Service: Regularly scheduled bus service for the public that operates with limited stops over fixed routes connecting two or more urban areas not near, that has the capacity for transporting baggage carried by passengers, and that makes meaningful connections with scheduled intercity bus service to more distant points, if such service is available. Intercity bus service may include local and regional feeder services, if those services are designed expressly to connect to the broader intercity bus network.

MAP-21: Moving Ahead for Progress in the 21st Century Act, signed into law in July 2012. MAP-21 established surface transportation funding programs for federal fiscal years 2013 and 2014.

Measure: A basis for comparison, or a reference point against which other factors can be evaluated.

Motor Vehicle Sales Tax: A source of revenue for Minnesota public transit. The percentages of this revenue source designated for metropolitan area and Greater Minnesota transit are defined in Minn. Stat. 297B.09.

Operating Expenditures: The recurring costs of providing transit service (e.g., wages, salaries, fuel, oil, taxes, maintenance, insurance, marketing, etc.).

Operating Revenue: The total revenue earned by a transit agency through its transit operations. It includes passenger fares, advertising, and other revenues.

Paratransit Service: "Paratransit" means the transportation of passengers by motor vehicle or other means of conveyance by persons operating on a regular and continuing basis and the transportation or delivery of packages in conjunction with an operation having the transportation of passengers as its primary and predominant purpose and activity but excluding regular route transit. "Paratransit" includes transportation by car pool and commuter van, point deviation and route deviation services, shared-ride taxi service, Dial-A-Ride service, and other similar services.

Passenger Trip (Unlinked): Typically, one passenger trip is recorded any time a passenger boards a transportation vehicle or other conveyance used to provide transportation. “Unlinked” means that one trip is recorded each time a passenger boards a vehicle, no matter how many vehicles that passenger uses to travel from their origin to their destination.

Performance Indicator: An indicator is a metric that provides meaningful information about the condition or performance of the transportation system but is neither managed to nor used to evaluate the effectiveness of policies, strategies, or investments.

Performance Measure: A performance measure is a metric that measures progress toward a goal, outcome, or objective. This definition covers metrics used to make decisions or evaluate the effectiveness or adequacy of a policy, strategy, or investment.

Performance Target: A target is a specific performance level representing the achievement of a goal, outcome, or objective.

Point Deviation Service: A type of flexible route transit service in which fixed scheduled stops (points) are established but the vehicle may follow any route needed to pick up individuals along the way if the vehicle can make it to the fixed points on schedule. This type of service usually provides access to a broader geographic area than does fixed route service but is not as flexible in scheduling options as demand-responsive service. It is appropriate when riders change from day to day but the same few destinations are consistently in demand. Also sometimes called checkpoint service.

Public Transportation: Transportation service that is available to any person upon payment of the fare either directly, subsidized by public policy, or through some contractual arrangement, and that cannot be reserved for the private or exclusive use of one individual or group. “Public”

in this sense refers to the access to the service, not to the ownership of the system that provides the service.

Revenue Hours: The number of transit vehicle hours when passengers are being transported. Calculated by taking the total time when a vehicle is available to the public with the expectation of carrying passengers. Excludes deadhead hours, when buses are positioning but not carrying passengers, but includes recovery/layover time.

Ridership: The total of all unlinked passenger trips including transfers.

Ridesharing: A form of transportation, other than public transit, in which more than one person shares the use of a vehicle, such as a van or car, to make a trip. Variations include carpooling or vanpooling.

Route Deviation Service: Transit buses travel along a predetermined alignment or path with scheduled time points at each terminal point and in some instances at key intermediate locations. Route deviation service is different than conventional fixed route bus service in that the vehicle may leave the route upon requests of passengers to be picked up or returned to destinations near the route. Following an off-route deviation, the vehicle typically returns to the point at which it left the route. Passengers may call in advance for route deviation or may access the system at predetermined route stops. The limited geographic area within which the vehicle may travel off the route is known as the route deviation corridor.

Section 5304 (State Transportation and Planning Program): The section of the Federal Transit Act of 1991, as amended, that provides financial assistance to the states for purposes of planning, technical studies and assistance, demonstrations, management training, and cooperative research activities.

Section 5307 (Urbanized Area Formula Program): The section of the Federal Transit Act of 1991, as amended, that authorizes grants to public transit systems in urban areas with populations of more than 50,000 for both capital and operating projects. Based on population and density figures, these funds are distributed directly to the transit agency from the FTA.

Section 5310 (Enhanced Mobility for Seniors and Persons with Disability): The section of the Federal Transit Act of 1991, as amended, that provides grant funds for the purchase of accessible vehicles and related support equipment for private non-profit organizations to serve elderly and/or disabled people, public bodies that coordinate services for elderly and disabled, or any public body that certifies to the state that non-profits in the area are not readily available to carry out the services.

Section 5311 (Non-urbanized Area Formula Program): The section of the Federal Transit Act of 1991, as amended, that authorizes grants to public transit systems in non-urbanized areas (fewer than 50,000 population). The funds initially go to the governor of each state. In Minnesota, MnDOT administers these funds.

Service Area: The geographic area that coincides with a transit system's legal operating limits (e.g., city limits, county boundary, etc.).

Service Gaps: Service gaps can occur when certain geographic segments cannot be covered by transportation services. This term can also refer to instances where service delivery is not available to a certain group of riders, or at a specific time.

Service Span: The duration of time that service is made available or operated during the service day (e.g., 6 a.m. to 10 p.m.).

Standard: A recommendation that leads or directs a course of action to achieve a certain goal. A standard is the expected outcome for the measure that will allow a service to be evaluated. There are two sets of transit standards.

- **Service design and operating standards**: Guidelines for the design of new and improved services and the operation of the transit system.
- **Service performance standards**: The evaluation of the performance of the existing transit system and of alternative service improvements using performance measures.

Total Operating Cost: The total of all operating costs incurred during the transit system calendar year, excluding expenses associated with capital grants.

Transfer: Passengers arrive on one bus and leave on another (totally separate) bus to continue their trip. The boarding of the second vehicle is counted as an unlinked passenger trip.

Transit Dependent: A description for a population or person who does not have immediate access to a private vehicle, or because of age or health reasons cannot drive and must rely on others for transportation.

Transit Subsidy: The operating costs not covered by revenue from fares or contracts.

Transit: Transportation by bus, rail, or other conveyance, either publicly or privately owned, that provides general or special service on a regular and continuing basis. The term includes fixed route and paratransit services as well as ridesharing. Also known as mass transportation, mass transit, or public transit.

Trip Denial: A trip denial occurs when a trip is requested by a passenger, but the transportation provider cannot provide the service. Trip denial may happen because capacity is not available at the requested time. For ADA paratransit, a capacity denial is specifically defined as occurring if a trip cannot be accommodated within the negotiated pick-up window. Even if a trip is provided, if it is scheduled outside the +60/-60-minute window, it is considered a denial. If the passenger refused to accept a trip offered within the +60/-60-minute pick-up window, it is considered a refusal, not a capacity denial.

Volunteers: Volunteers are persons who offer services to others but do not accept monetary or material compensation for the services that they provide. In some volunteer programs, the volunteers are reimbursed for their out-of-pocket expenses; for example, volunteers who drive their own cars may receive reimbursement based on miles driven for the expenses that they are assumed to have incurred, such as gasoline, repair, and insurance expenses.

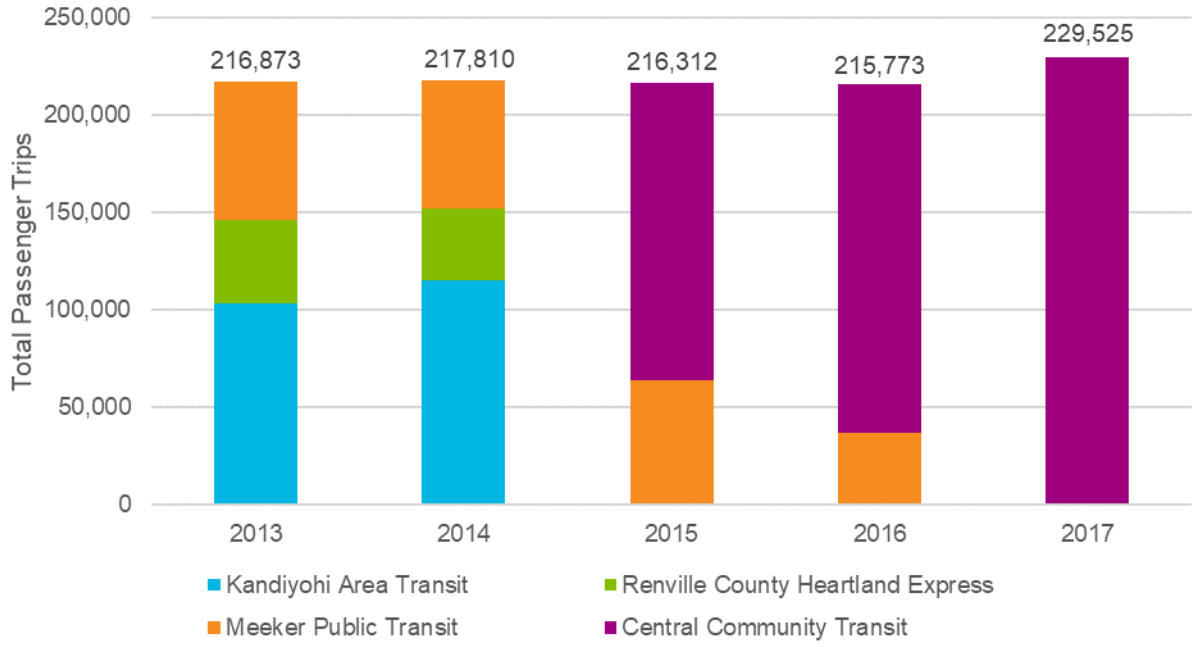
1. Executive Summary

Central Community Transit (CCT) operates Dial-A-Ride demand response service in and around the cities of Willmar, Olivia, and Litchfield on a regular basis, and throughout the outlying portions of Kandiyohi, Renville, and Meeker Counties on a rotating basis. CCT also operates deviated route service between Litchfield, Willmar, and New London/Spicer, as well as some deviated fixed route service within Litchfield and Willmar. CCT is a Joint Powers entity comprised of Kandiyohi, Renville, and Meeker Counties, and the cities of Willmar and Litchfield. CCT is governed by the Joint Powers Board and receives guidance from its Operations Board.

CCT was established in 2015, resulting from the merger of Kandiyohi Area Transit and Renville County Heartland Express. Meeker Public Transit (serving Meeker County and the City of Litchfield) joined CCT in 2016.

The span of service varies by service type and route, with demand response service operating on weekdays for 11 to 12 hours and on weekends for 5 to 8 hours. Deviated route service operates on weekdays for 9.5 to 13.5 hours and on weekends for 7.5 to 10 hours. System-wide ridership has increased by over 12,500 since 2013, as shown on Figure 1. Total passenger trips especially grew following the most recent merger in 2016 with Meeker Public Transit.

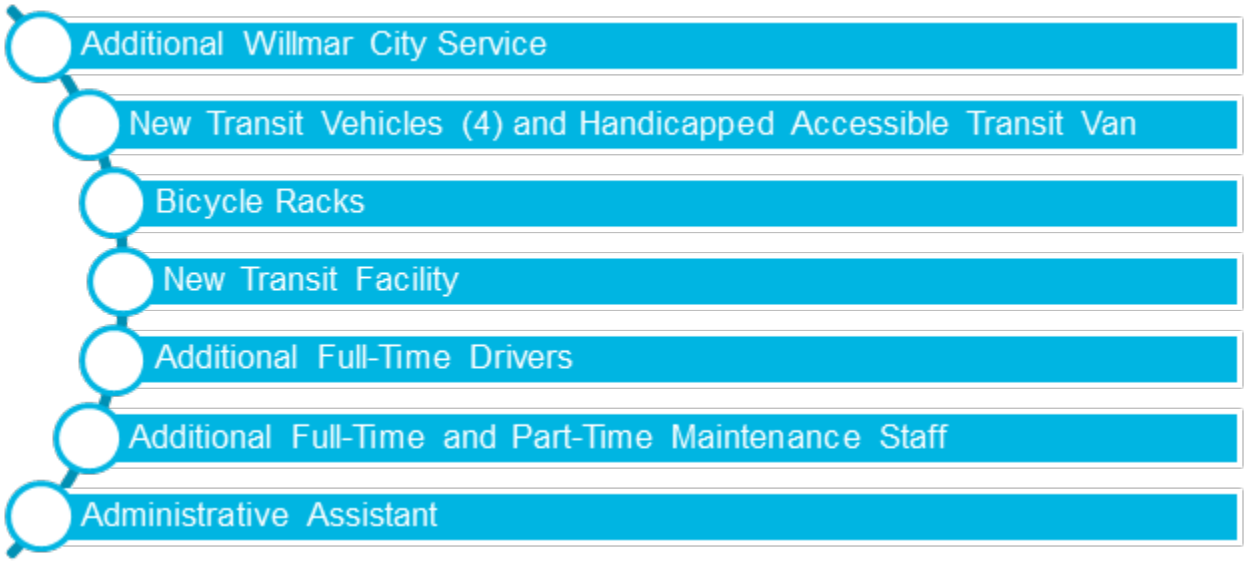
Figure 1. System-Wide Ridership (2013-2017)



The project team for the Five-Year Transit System Plan met with staff and management from the agency and key stakeholders three times in the fall and winter of 2018-2019 to discuss the agency's operating structure and environment, challenges, and opportunities for improvement. As a result of the meetings, agency needs were identified and prioritized for the five-year period, without fiscal constraints. This "unconstrained" needs list was developed to identify investments of all kinds that could enhance the agency's operational efficiency. CCT staff then prioritized

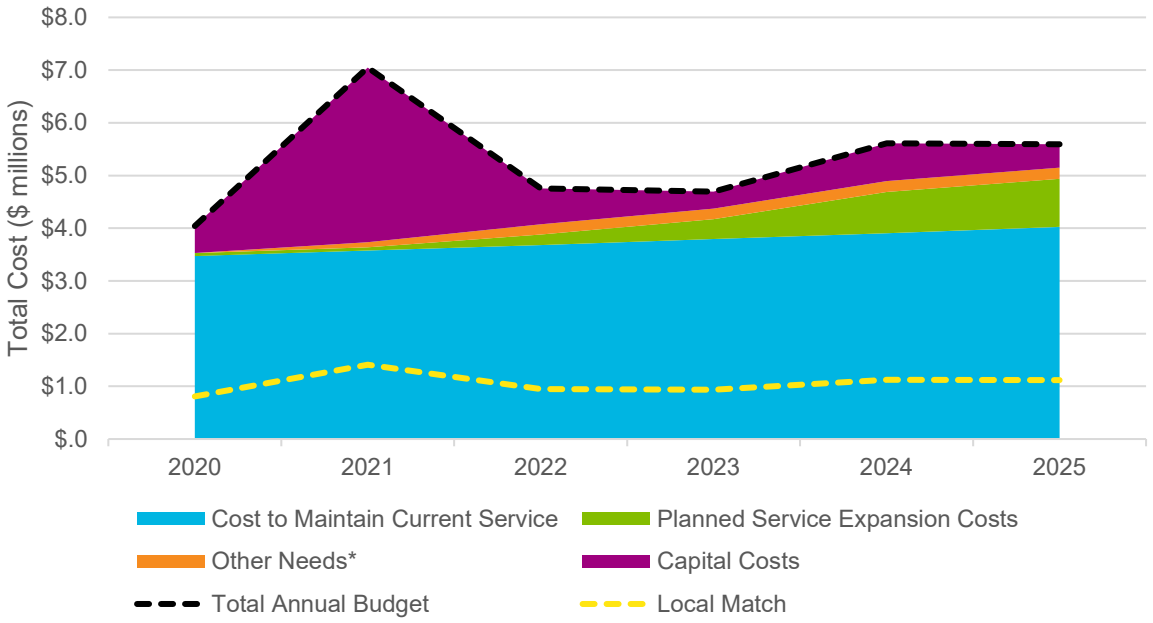
needs to inform which strategic investments could be made to better meet the needs of the community. Figure 2 illustrates the needs designated as a high priority by CCT.

Figure 2. High Priority Unconstrained Needs for CCT



The project team developed capital and operating plans to lay out the costs of investing in improvements like service expansion, additional maintenance staff, and a new transit facility between 2020 and 2025 to address the agency's needs. Figure 3 summarizes the costs of investing in these improvements, and the detailed plans are included as Appendix A.

Figure 3. 2020-2025 Plan, Local Revenue Requirements



**Other needs are non-capital and non-service costs, which include the annually recurring costs for maintenance, human resources, marketing, and safety and training staff positions.*

This Five-Year Transit System Plan is intended to inform agency decisions and investments between 2020 and 2025. It is considered a "living document" and providers are encouraged to update the plan as necessary to meet changing agency and community needs.

2. Why a Five-Year System Plan?

Transit systems in Greater Minnesota have been working in a rapidly changing environment with system mergers and increased demand for service along with new policies and funding situations. Despite significant growth in the amount of service available outside of the Twin Cities Metropolitan Area, transit in Greater Minnesota is not always recognized or understood by local officials and residents. To address the growing need for transit service in a way that is integrated and embraced by the community, a vision for the future of each transit system is critical. Without a plan, systems are put in the position of having to react in the moment to new circumstances and operate on a year to year basis without a longer-term vision to guide annual budgets and decision making.

Transit providers and MnDOT agree that individual five-year plans will help identify system-specific priorities based on themes from the Greater Minnesota Transit Investment Plan (GMTIP). Five-year plans will help systems better deliver service and work toward overall goals such as:

- Improving coordination of services to meet transportation needs;
- Increasing ridership/usage across the network;
- Ensuring fiscal responsibility as a transit funding agency;
- Anticipating and planning for future funding levels to achieve service expansion;
- Articulating and communicating a vision for the transit system and the benefits it provides to the community.

Plans are intended to help systems work with local government officials, local planning agencies, transit system board members, and other organizations to prepare for these changes. Transit agencies recognize the importance of involving local officials in planning activities to continue building local support for improving transit systems, including long-term commitment of local funds to leverage state and federal dollars.

The process for developing the five-year plans is guided by a consultant Project Manager, the Office of Transit and Active Transportation at MnDOT, and the Minnesota Public Transit Association (MPTA). A Project Advisory Committee consisting of Transit Directors, staff from MPOs (Metropolitan Planning Organizations) and RDOs (Regional Development Organizations), local government officials, service organization representatives, and staff from MPTA and MnDOT is providing input and identifying key issues to be addressed by the plans.

Larger transit systems routinely develop and update five-year plans as do local governments when it comes to planning for future development. The Greater Minnesota Transit System five-year plans will allow all transit service to be incorporated into the larger transportation vision for communities as they plan for new economic development and a future with an aging population.

Policies established through the Olmstead Plan and Americans With Disabilities Act (ADA) require communities to accommodate the needs of people with disabilities. A statutory goal of meeting 90% of the need for transit service by 2025 in Greater Minnesota is also focusing more attention on exactly how to expand service around the state.

With a well-defined five-year plan, goals and ideas for improving transit service can be put into action with a clear blueprint for which routes to add or expand, specific hours of service to adjust, and how the funding can be identified to cover additional operating and capital expenses. The plans will also facilitate communication with the public and help raise awareness of how and where transit service is provided in the state, which will help encourage greater ridership.

The five-year plans are designed to be updated annually to meet changing needs and circumstances.

Transit service improves the livability and prosperity of communities across Greater Minnesota. The Five-Year Transit System Plan will bring all stakeholders together to develop a future vision that will guide the decisions that are made today.

3. Agency Overview

Central Community Transit (CCT) operates Dial-A-Ride demand response service in and around the cities of Willmar, Olivia, and Litchfield on a regular basis, and throughout the outlying portions of Kandiyohi, Renville, and Meeker Counties on a rotating basis. CCT also operates deviated route service between Litchfield, Willmar, and New London/Spicer, as well as some deviated fixed route service within Litchfield and Willmar. As shown on Figure 4, Kandiyohi, Renville, and Meeker Counties are in the southwestern area of the state, with the Minnesota River constituting the southwestern border of Renville County. The counties are located approximately 45 miles southwest of St. Cloud and 70 miles west of the Twin Cities.

3.1 Transit Agency Background

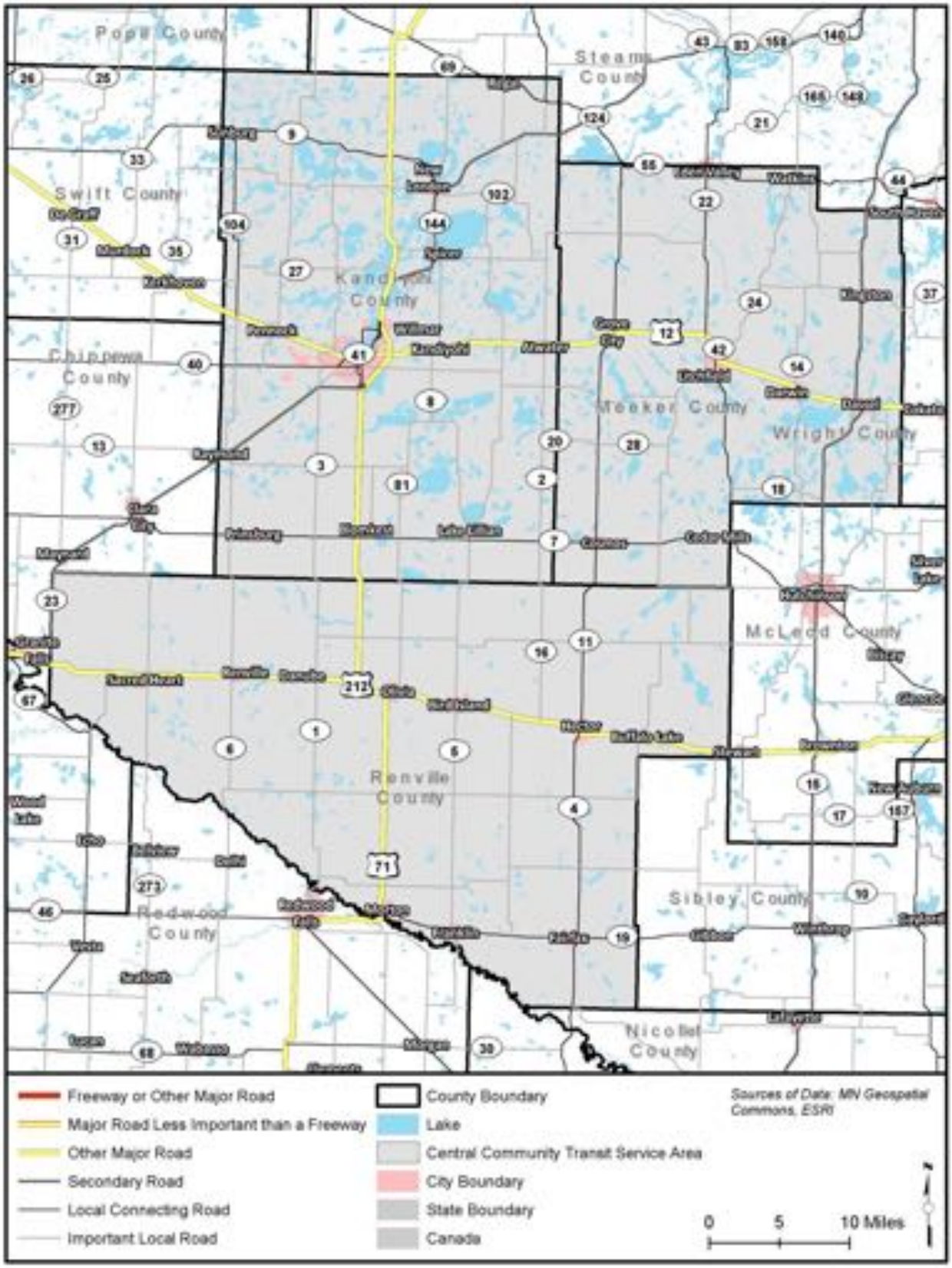
CCT was established in 2015, resulting from the merger of Kandiyohi Area Transit and Renville County Heartland Express. Meeker Public Transit (serving Meeker County and the City of Litchfield) joined CCT in 2016, as per the suggestion of MnDOT. Each of the antecedent transit agencies were established in the 1990s. Meeker Public Transit was established in 1995, Renville County Heartland Express was established in 1996, and Kandiyohi Area Transit was established in 1999 as a Joint Powers agency between Kandiyohi County and the City of Willmar.

3.2 Governance

CCT is a Joint Powers entity comprised of Kandiyohi, Renville, and Meeker Counties, and the cities of Willmar and Litchfield.

The Joint Powers Board is the governing body of CCT. The Joint Powers Board meets quarterly and makes the final approvals of any service or other changes. The Operations Board – which includes representatives from groups across the three counties – meets monthly and makes recommendations to the Joint Powers Board.

Figure 4. Location Map



3.3 Mission

The mission of CCT is to cost effectively meet the many transportation needs of the residents of Kandiyohi, Renville, and Meeker counties by providing safe, reliable, cost-effective transportation through the many bus and volunteer driver services it provides.

3.4 Decision-Making Process

Within CCT, several positions report to the Transit Director, who in turn reports to the CCT Operations Board and the Joint Powers Board (Figure 5). The Joint Powers Board is comprised of 13 representatives, with 1 at-large member and 2 members from each of the Joint Powers entities: Kandiyohi County Board, Renville County Board, Meeker County, Litchfield City Council, and Willmar City Council. Each of the county boards and city councils has veto power on the Joint Powers Board.

The decision-making process begins with the Transit Director providing information to the two Operations Board committees – the Administrative Committee and Systems Committee – for recommendation to the Operations Board. A recommendation is made by the Operations Board to the Joint Powers Board. The final decision is made by the Joint Powers Board.

3.5 Service Area Overview

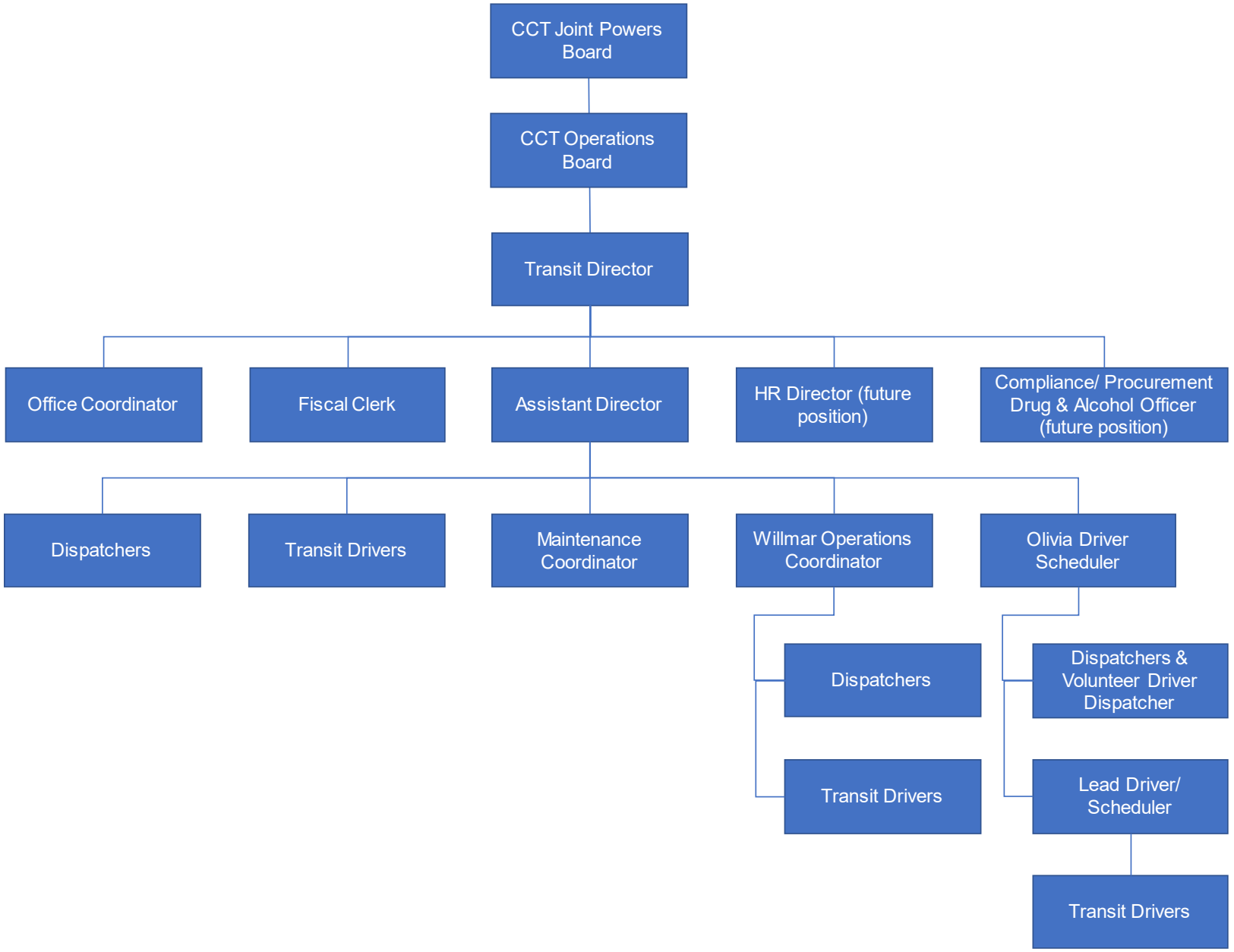
CCT serves all of Kandiyohi, Renville, and Meeker counties. As shown on Figure 4, the service area includes the cities of Willmar and Litchfield.

This section describes existing and projected socioeconomic characteristics of the area served by CCT. Understanding the demographics can help explain changes in transit demand and support recommendations for changes in future transit service. Specifically, people living below the poverty level, households without vehicles, seniors, and disabled individuals typically rely on transit; changes in these demographics can provide insight into transit demand trends. The U.S. Census Bureau's American Community Survey (ACS) and Longitudinal Employer-Household Dynamics (LEHD) program are the primary sources of demographic data used in this analysis and provide valuable indications of trends and projections.

As per the ACS 2016 estimates, and as shown in Table 1, the population of the CCT service area is 80,599 people. Out of the three counties in the service area, Kandiyohi has the highest population with 42,510, followed by Meeker County with 23,094 and Renville County with 14,995.

Historically, the total population of the service area has generally increased over time. In 1960, the population of Kandiyohi, Renville, and Meeker counties was 72,123, increasing to its current estimated level (i.e., a 12% increase over half of a century). The population forecasts for the service area indicate that the future population is expected to decline. According to the Minnesota State Demographic Center, the total service area population is expected to decline to 76,416 by 2050 (i.e., a 5% decrease over 34 years).

Figure 5. Organizational Chart



Source: Central Community Transit

Table 1. Current Demographic and Socioeconomic Profile

County/Community	Population	Jobs	Median Household Income	% People Living Below the Poverty Level	Households without Vehicles	% Seniors	% Disabled
Service Area	80,599	34,736	$57,437	10.6%	5.6%	18.1%	11.4%
Kandiyohi County	42,510	22,427	$53,514	11.3%	6.3%	17.2%	11.5%
Meeker County	23,094	6,826	$58,574	9.4%	4.6%	18.1%	11.1%
Renville County	14,995	5,483	$54,824	10.5%	5.3%	20.4%	11.6%
Minnesota	5,450,868	2,557,046	$63,217	10.8%	7.0%	14.3%	10.6%

Source: US Census Bureau ACS 2016, LEHD 2015 Jobs

The proportion of seniors in the service area is nearly 4% higher than the proportion of seniors statewide, which will only grow as the Baby Boomer generation ages. According to the Minnesota State Demographic Center, the senior population of the service area is expected to increase by 23% by 2050, meaning around 24% of the service area population will be over 65 years old. The increase in seniors may entail an increase in demand for senior housing and healthcare needs across the service area.

As can be seen on Figure 6, the population of the service area is concentrated in and around several municipalities, namely Willmar and Litchfield, as well as along the corridors defined by State Highway 144 and U.S. Routes 12 and 212.

Figure 7 illustrates that poverty is concentrated in areas in and around Willmar and Franklin, with additional (but less intense) concentrations in central Meeker and Renville Counties.

Figure 8 illustrates that households with no vehicles available are concentrated in and around Willmar and Litchfield, generally spread throughout the county, with some higher concentrations in northern and southwestern Meeker County, and the western, eastern, and southern corners of Renville County.

Figure 9 illustrates the “economic health” of the various portions of the service area, an index that is based on the average number of employers, the trend in number of employers, the adult labor participation rate, and the population change from 2010 to 2016. The only portions of the service area indicating a “Very Low” economic health is located in central Meeker County and south-central Renville County.

Figure 10 shows the “transit vulnerability” of the residents of the service area, an index that is based on the percentage of the population with a disability, a certain level of median household income, percentage of workers without access to a vehicle, and percentage of limited English-speaking households. The only portions of the service area indicating a “Very High” transit vulnerability index are located in and around Willmar and in the southwestern corner of Meeker County.

Figure 11 illustrates that most jobs in the service area are concentrated in areas in and around the municipalities of Willmar, Litchfield, and Olivia.

Figure 12 illustrates where residents of the service area travel for work, with the most significant patterns apparent within Kandiyohi County, followed by Meeker and Renville counties. On a regional scale, travel patterns from the service area trend eastward toward Hennepin and Ramsey counties and northward toward Stearns County. Table 2 displays the work destinations by county for each of the three counties in the service area.

Figure 13 shows the major trip generators spread throughout the service area, which include Rice Memorial Hospital, Kandi Mall, and Ridgewater College in Willmar; Meeker Memorial Hospital and Meeker Manor Rehabilitation Center in Litchfield; and various nursing homes and schools throughout the service area.

Figure 6. Population Density

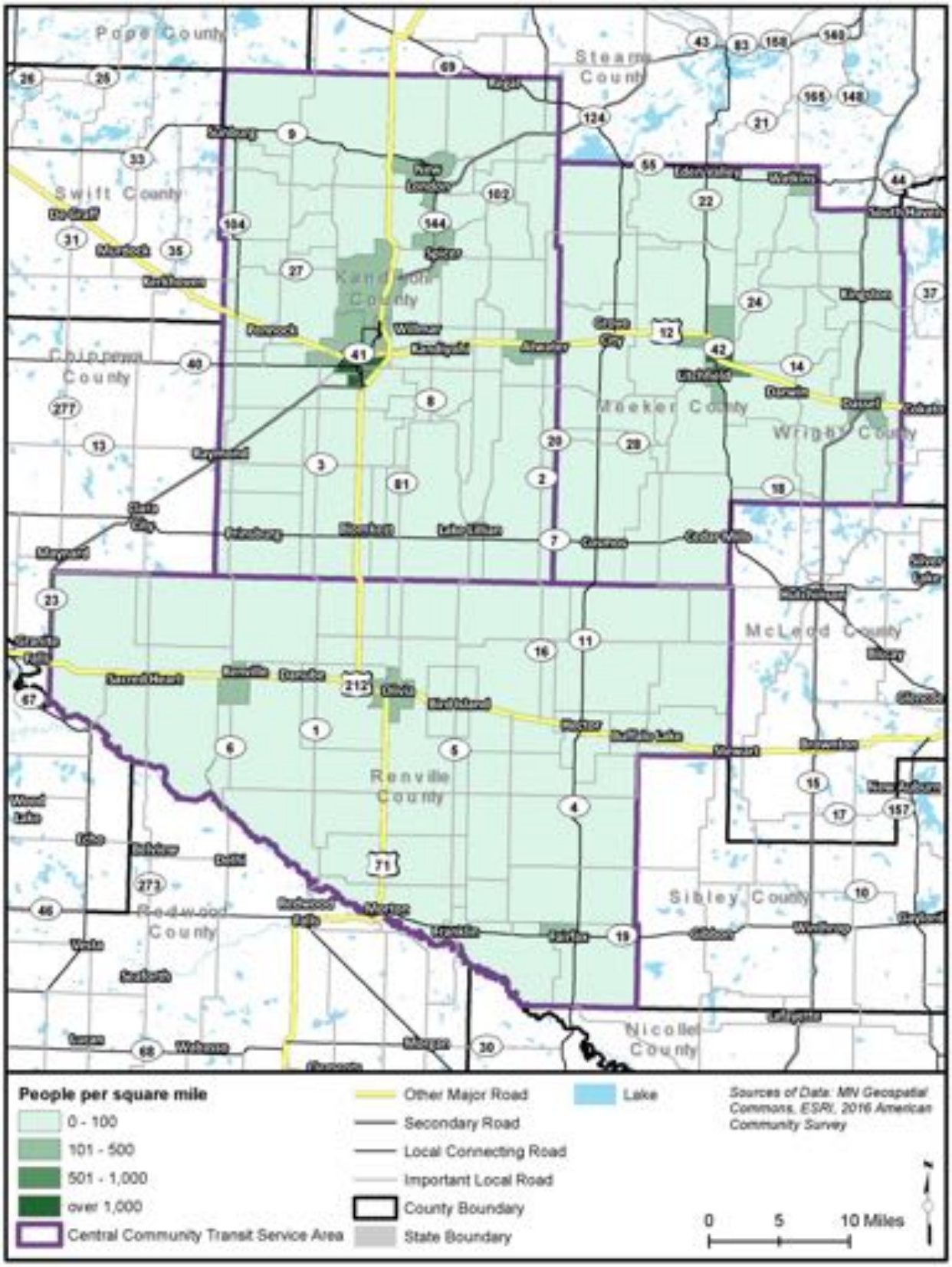


Figure 7. Persons Living Below the Poverty Level

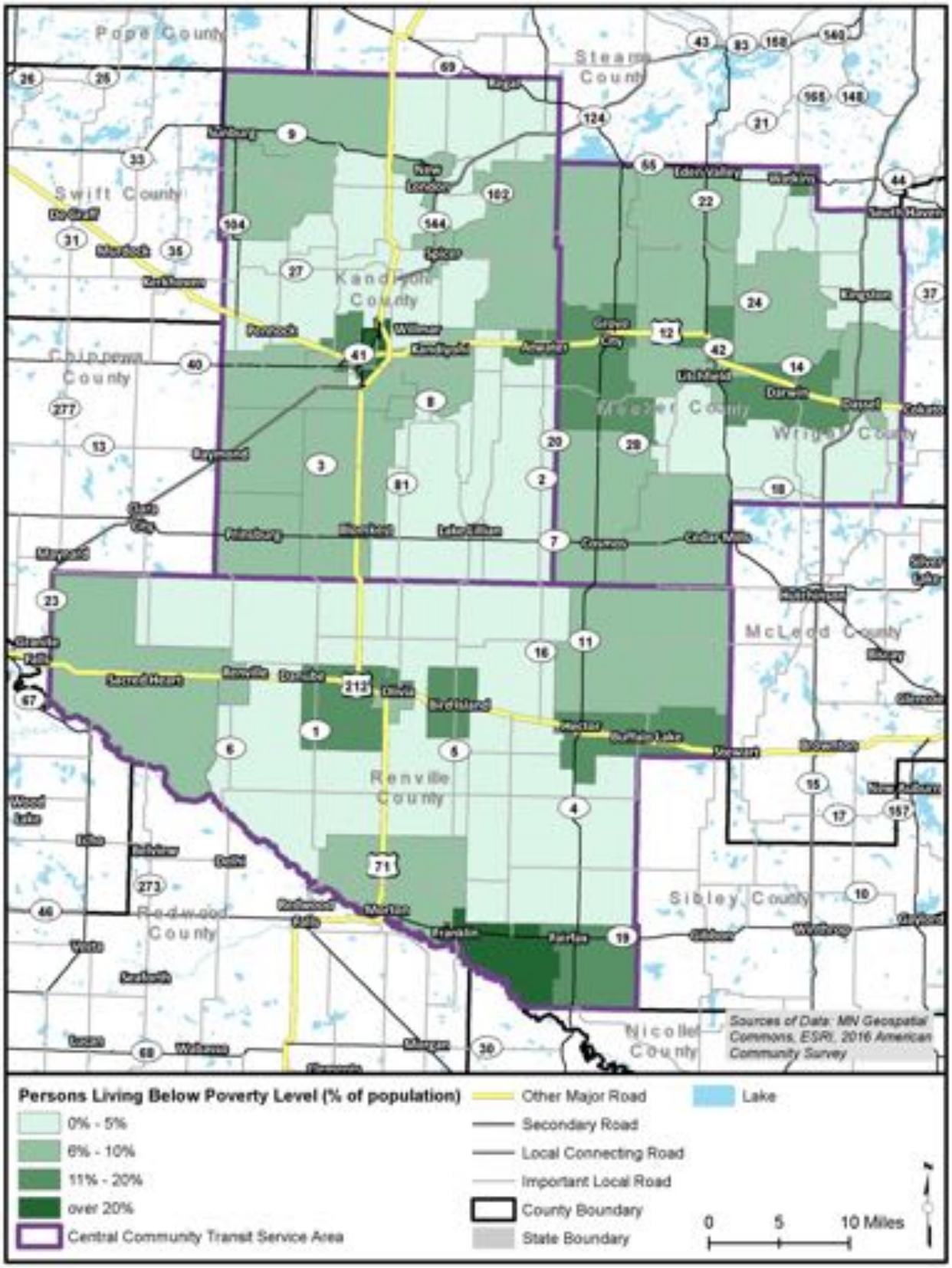


Figure 8. Zero-Vehicle Households

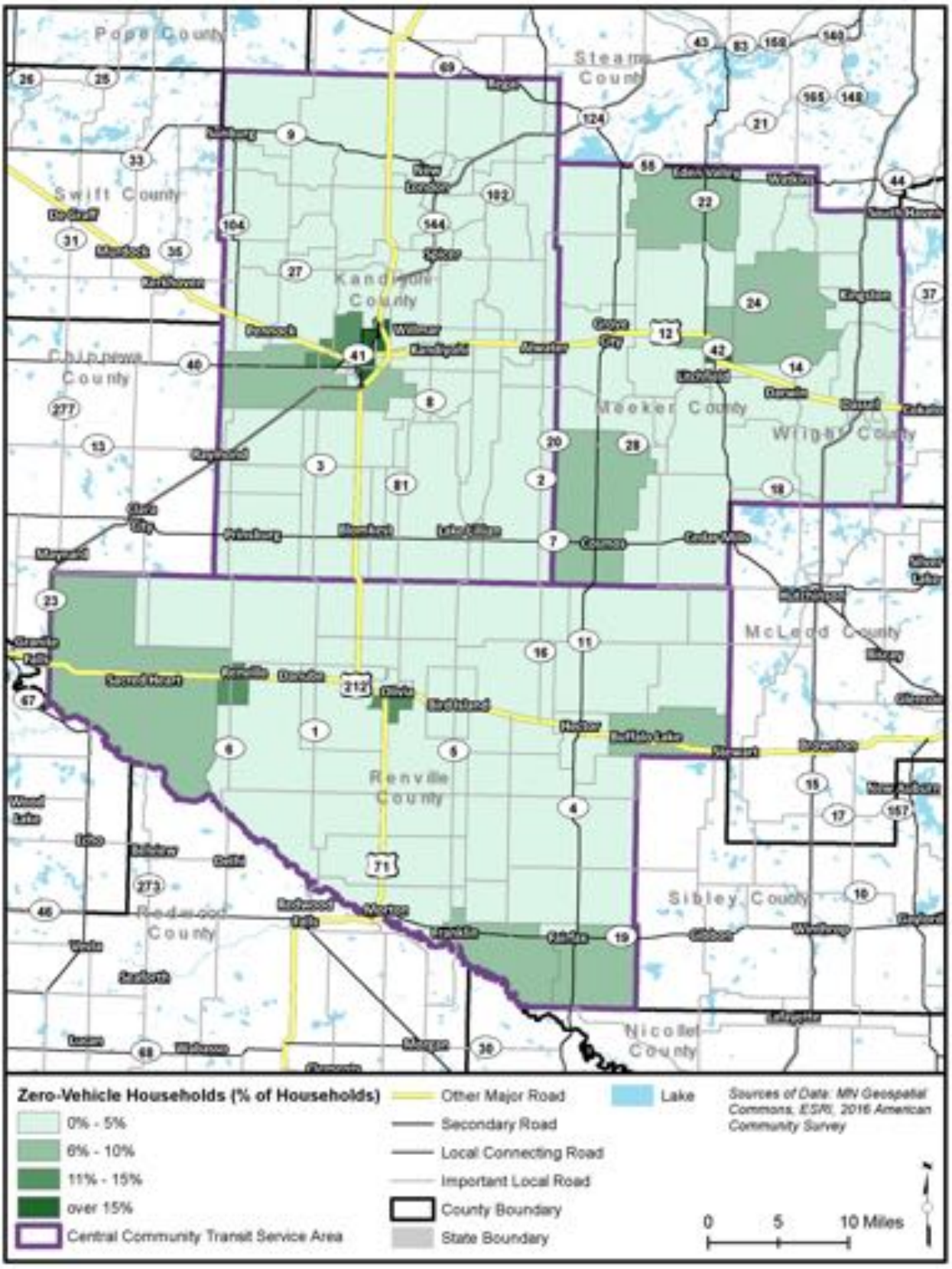


Figure 9. Economic Health Index

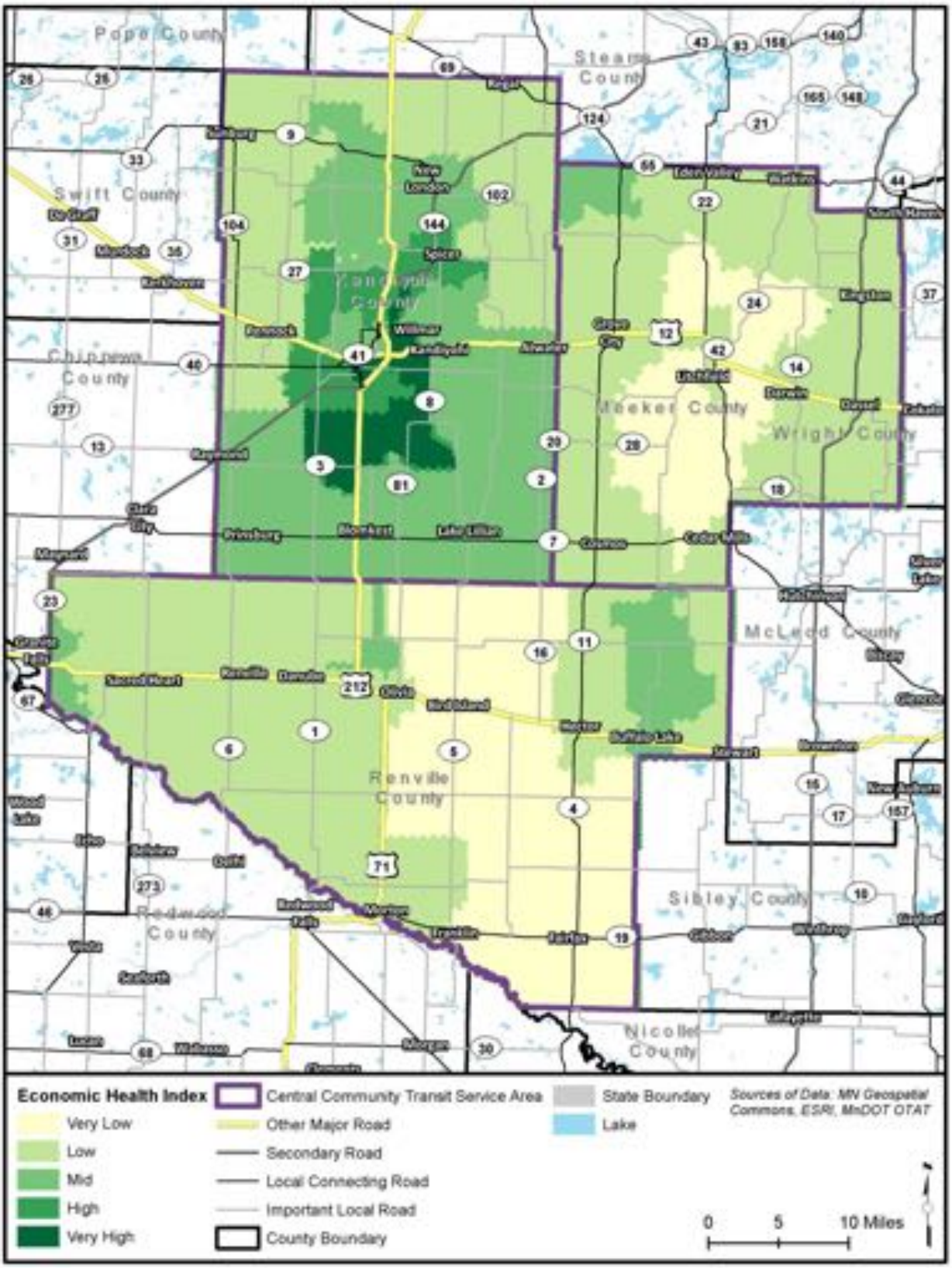


Figure 10. Transit Vulnerability Index

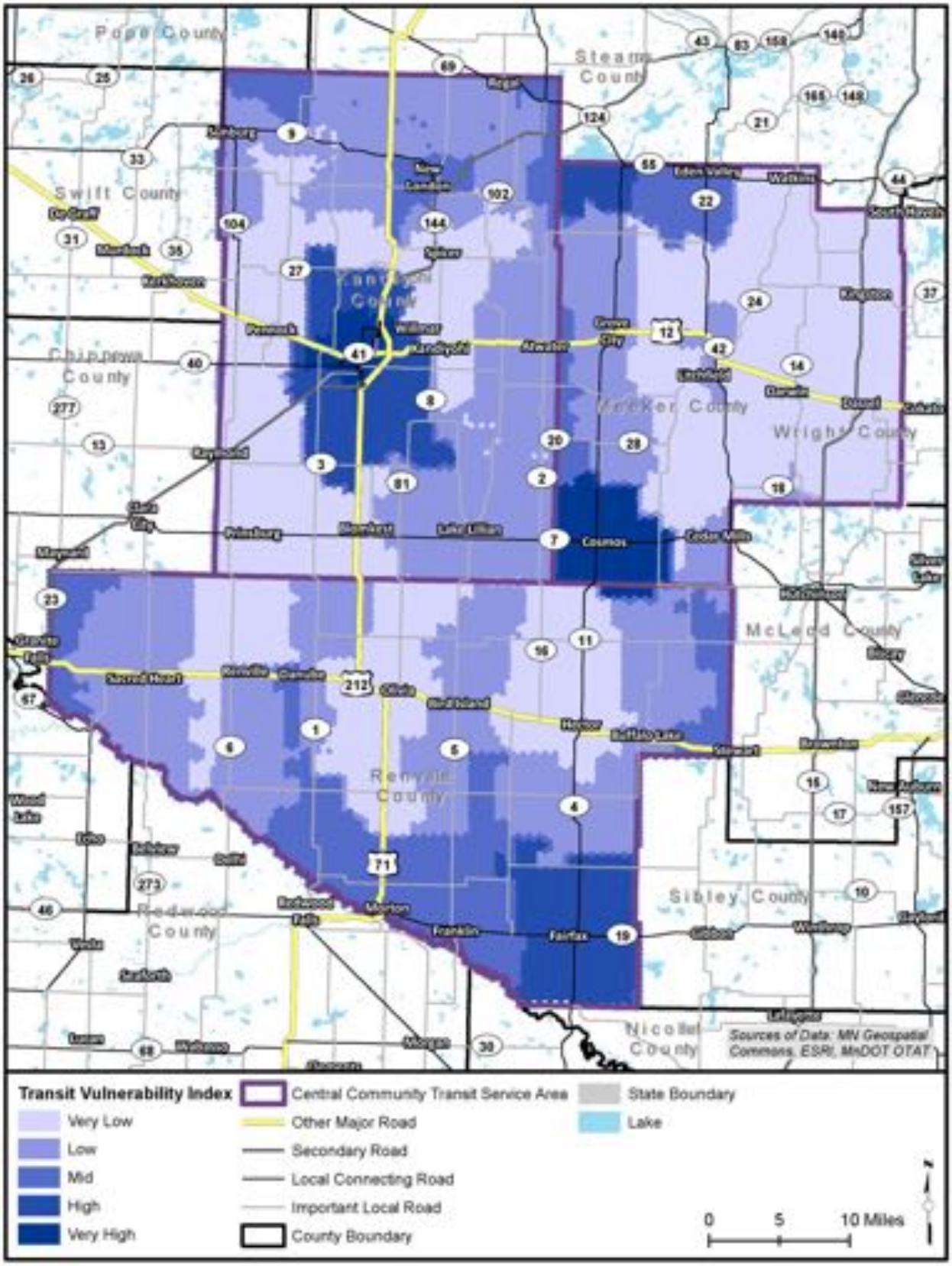


Figure 11. Job Density

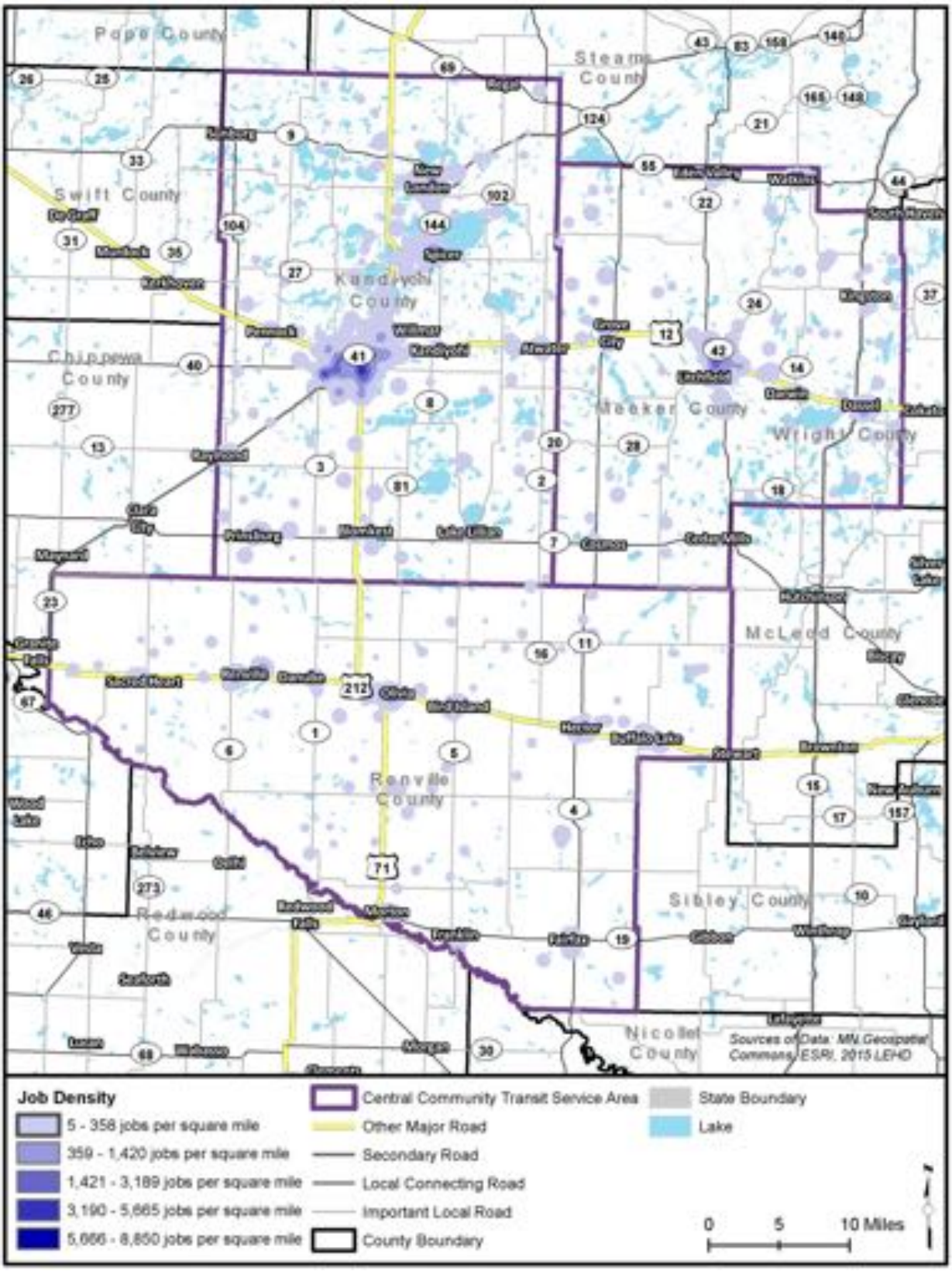


Figure 12. Primary Work Destinations for Employees Residing in the CCT Service Area

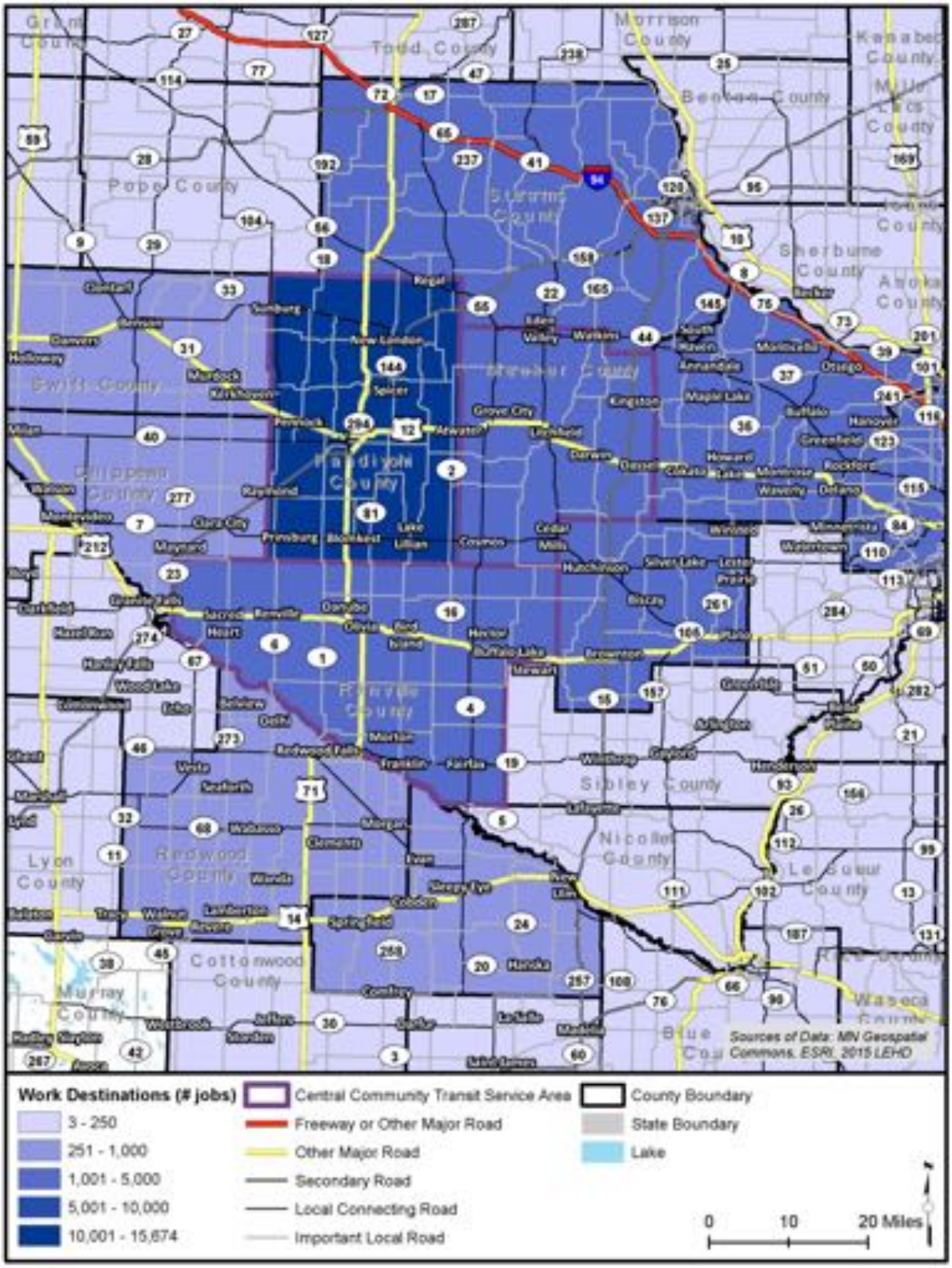


Figure 13. Major Trip Generators

Table 2. CCT Service Area Travel Patterns

From → To ↓	Kandiyohi	Meeker	Renville
Kandiyohi	14,412	737	525
Meeker	358	41,60	62
Renville	405	91	3,212
Hennepin	1,126	905	472
McLeod	143	1,071	430
Stearns	952	1,067	106
Ramsey	534	309	183

Source: 2015 LEHD

3.6 Regional Connections and Other Transit Providers

On a regional scale, CCT coordinates with other regional transit providers and transportation services to provide connections to locations outside of the three-county service area.

CCT meets with Jefferson Lines in Willmar and Litchfield for service to locations outside the service area. There is a daily contract trip to Hutchinson. Most coordination occurs with Community Transit, Trailblazer Transit, and Prairie Five RIDES for any other needs.

The Executive Express is an airport shuttle service that picks up at the Best Western Plus in Willmar and transports riders to the Minneapolis-St. Paul Airport. Although CCT does not have an official stop at the Best Western Plus on its deviated route service, Dial-A-Ride service could be used to provide a connection to the Executive Express shuttle service.

4. Agency Transit Services

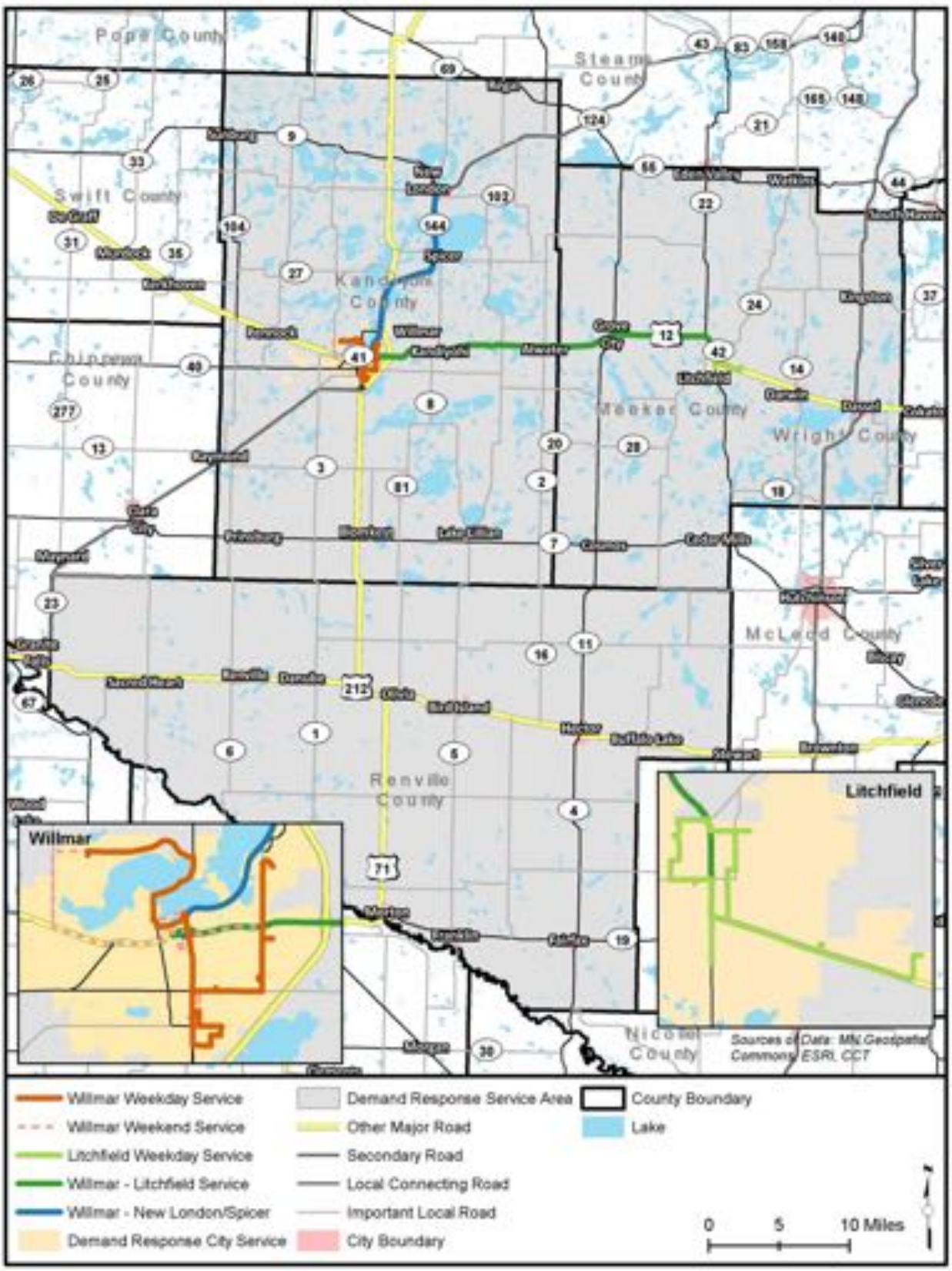
CCT operates both Dial-A-Ride demand response and deviated route service throughout Kandiyohi, Meeker, and Renville Counties (Figure 14).

While demand response service operates throughout the outlying portions of Kandiyohi, Renville, and Meeker Counties on a rotating basis, CCT regularly operates demand response service in and around the cities of Willmar, Litchfield, and Olivia. Most Dial-A-Ride service is door-to-door. Riders may bring four bags aboard a vehicle. Based on availability, same day demand response service may be available.

CCT operates deviated route service between Litchfield, Willmar, and New London/Spicer. The deviated route services are “point deviation” services that will deviate ¾ of a mile from the route to pick up or drop off passengers, except for the Willmar-Litchfield route, which will deviate up to 2 miles from the route. All route deviations require reservations to be made at least 24 hours in advance.

CCT Carriage provides agency-sponsored transportation for disabled and elderly participants in Kandiyohi and Renville Counties outside of normal public transit operating hours for a per hour cost.

Figure 14. CCT Services



A volunteer driver program was previously used for trips outside of the three-county service area. Prior to merging into CCT, Kandiyohi Area Transit, Renville County Heartland Express, and Meeker Public Transit all had volunteer programs that performed mostly non-public transportation trips. For a short time after the first merger with Renville County Heartland Express, CCT offered a public option for volunteer trips when a bus was not available, requiring the passenger to pay the full cost of the volunteer driver. However, this program was discontinued in July 2018.

The span of service for CCT varies by service type and route (Table 3). Generally, the span of service for both deviated route service and demand response service is longer in Willmar, as it is the largest city in the three-county service area.

Table 3. Level of Service

Route/Service	Days of the Week	Span of Service
Deviated Route: Litchfield	M,T,W,R,F	7:45 a.m. to 8 p.m.
Deviated Route: Willmar	M,T,W,R,F	8 a.m. to 9:30 p.m.
Deviated Route: Willmar	Saturday	7:30 a.m. to 3 p.m.
Deviated Route: Willmar	Sunday	7:45 a.m. to 5:30 p.m.
Deviated Route: Willmar – New London/Spicer	M,T,W,R,F	6:45 a.m. to 4:15 p.m.
Deviated Route: Willmar – Litchfield[a]	M,T,W,R,F	7 a.m. to 5 p.m.
Demand Response: Willmar	M,T,W,R,F	5:30 a.m. to 5:30 p.m.
Demand Response: Olivia	M,T,W,R,F	6:30 a.m. to 5:30 p.m.
Demand Response: Litchfield	M,T,W,R,F	6:15 a.m. to 6 p.m.
Demand Response: Litchfield	Saturday	6 a.m. to 2 p.m.
Demand Response: Litchfield	Sunday	7:30 a.m. to 12:30 p.m.
Demand Response: Outlying CCT Service Area	Rotating Basis	—

Source: Central Community Transit

[a] This service will deviate up to 2 miles on either side of the route along U.S. Route 12.

The operating statistics for each service type are shown in Table 4. Although demand response services and deviated routes have relatively similar spans of service, the annual service hours and service miles are significantly higher for demand response services.

Table 4. 2017 Operating Statistics

Service Type	2017 Annual Hours of Service	2017 Annual Miles of Service
Demand Response	41,444	625,527
Deviated Route	9,292	140,139

Source: Central Community Transit

4.1 Ridership

Overall, total system-wide public passenger trips have incrementally increased each year since 2013, as shown in Table 5. The largest increase to date has been an increase of over 14,000 trips from 2016 to 2017, due to the addition of Meeker County and the City of Litchfield to the CCT service area. Total public passenger trips are anticipated to continue to grow through 2019.

Table 5. 2013-2017 Ridership by Route/Service

Route/Service	2013	2014	2015	2016	2017
System-Wide Public Passenger Trips	216,657	224,180	233,393	236,825	250,954

Source: Central Community Transit

Based on the total riders, demand response service is used more than deviated route service (Table 6). While demand response service has more riders per month and riders per hour than deviated route service, both services have somewhat comparable riders per mile.

Table 6. Ridership Performance

Route/Service	Total Riders 2017	Riders/Month	Riders/Hour	Riders/Mile
Demand Response	199,269	16,605.75	4.81	0.32
Deviated Route	30,256	2,521.33	3.28	0.22

Source: Central Community Transit

4.2 Service Delivery

CCT contracts with the human service agencies in each of the counties it operates in and with organizations such as Blue Ride, UCare, and Medica. There is also a daily contract trip to Hutchinson in McLeod County.

The CCT volunteer driver program is no longer included in the MnDOT transit program. All CCT volunteer drivers now provide trips for and are funded by non-MnDOT non-emergency medical transportation or senior transportation programs through the Title III Program. Until it was discontinued in July 2018, the MnDOT-affiliated volunteer driver program supplemented CCT service. At one time, there were 78 volunteer drivers who mostly took passengers to places outside the three-county service area. The volunteer driver program uses the “Retired Senior Volunteer Program” – or RSVP – to handle issues associated with insurance and the filing of income forms. RSVP is part of the Senior Corps program. CCT uses Title III funding for the volunteer driver program, as an “Assisted Transportation” program.

4.3 Users

CCT serves passengers of all ages and abilities. CCT tracks passenger demographics through its scheduling software. Table 7 displays the demographic breakdown of passengers served between 2014 and 2018. CCT defines disabled passengers as any individuals that use the lift to board the bus. In terms of age, CCT defines elderly passengers as individuals that are 60 years old or older, adults as individuals between 18 and 59 years old, students as individuals between 6 and 17 years old, and children as individuals that are 5 years old or younger.

Table 7. Passenger Demographics (2014-2018)

Year	Disabled	Elderly	Adult	Student	Children	Total Passenger Trips
2014	57,084	35,686	112,152	7,132	12,126	224,180
2015	59,179	36,842	114,846	7,084	15,442	233,393
2016	58,152	37,141	115,032	7,223	19,277	236,825
2017	60,487	40,977	117,522	9,978	21,990	250,954
2018 projections	61,167	41,181	118,132	101,98	22,688	253,366

Source: Central Community Transit

About a quarter of all passenger trips are made by disabled passengers. While the number of disabled passengers declined from 2015 to 2016, the number of passengers has risen since 2016 to a projected 61,167 in 2018.

By age group, most passengers are adults, making up about 47% of all passenger trips, followed by elderly passengers, children, and students. The number of passengers in all age groups has generally increased over time.

CCT passengers use transit service for a variety of purposes. According to a 2016 on-board survey of 208 passengers, trip purposes ranged from work, school, and shopping to medical appointments, social (friends, family) gatherings, and adult day care. While trip purposes vary, most trips are for work, followed by school, social gatherings, and medical appointments.

5. Capital

CCT operates a fleet of 32 buses and vans as well as 3 facilities where vehicles are stored. The CCT fleet is maintained at the Willmar facility. CCT uses RouteMatch software to schedule trip itineraries and optimize routing.

5.1 Background

CCT currently has 31 active buses in its fleet (Table 8). The vehicle fleet is comprised of various makes, models, and years spanning 2003 to 2019. All active revenue vehicles are ADA accessible and are outfitted with cameras and automatic vehicle location (AVL) technology. Seating capacity ranges from 0 to 29 seats and from 0 to 6 wheelchair positions. The average vehicle mileage and age are approximately 134,000 miles and 6 years, respectively. System-wide, CCT has 25 signed bus stops, 10 benches, and 2 bus shelters. CCT intends to increase the number of amenities in future years.

CCT has three garages in Olivia, Litchfield, and Willmar. The Olivia facility houses 4 vehicles (4 Class 400 buses, with 1 Class 400 bus stored outside), the Litchfield facility houses 14 vehicles (14 Class 400 buses, currently housing 12), and the Willmar facility houses 11 vehicles (9 Class 400 buses and 2 Class 500 buses, with 3 Class 400 buses and 1 Class 500 bus stored outside). Three of the Willmar-based vehicles are 29-passenger buses. All CCT fleet vehicles are maintained in Willmar with one full-time mechanic on staff and local vendors used for a variety of services. Table 9 summarizes CCT's existing facilities.

With more than 30 vehicles in the CCT fleet, the cost of maintenance can make up a substantial portion of the CCT budget. CCT has one full-time mechanic on staff who maintains vehicles in the Willmar Garage. Additionally, CCT uses local vendors for a variety of maintenance services. As shown in Table 10, annual maintenance costs decreased by 37% from 2016 to 2017. CCT anticipates budgeting more toward preventative maintenance in 2018 and 2019, which may help to reduce corrective maintenance in 2018 and 2019 (Figure 15).

5.2 History

Agencies that receive federal financial assistance and own, operate, or manage capital assets used in the provision of public transportation are required under 49 United States Code 625 to create a transit asset management plan. This plan facilitates decision-making that balances needs and demands for rolling stock, facilities, and equipment. MnDOT Office of Transit and Active Transportation personnel make annual visits to each federally or state funded facility to inspect facility and fleet conditions and understand how assets have been maintained.

In 2017, MnDOT added a Transit Asset Management module to the BlackCat Grants Management System that facilitates streamlined communication between MnDOT and transportation providers regarding the maintenance and depreciation of assets. Additionally, MnDOT's updated 2018 *Transit Asset Management Plan* includes:

- Inventory of the number and type of capital assets
- Condition assessment of those inventoried assets for which a provider has direct capital responsibility
- Description of analytical processes or decision support tools that a provider uses to estimate capital investment needs over time and develop its investment prioritization
- Discussion of prioritization investment direction
- Plan implementation strategies and recommendations

Table 8. Vehicle Fleet

Vehicle Type	Year	Count in Fleet	Fuel	Seats	Wheelchair Capacity	Amenities	Mileage (as of November 2018)	Disposed of	Backup	Active
Dodge Van	2003	1	Gasoline	6	0	Cameras, AVL	170,852	Y	Y	N
Diamond Coach VIP	2007	1	Biodiesel	14	3	Cameras, AVL	293,605	N	N	N
Turtle Top Terra Transport	2007	1	Gasoline	12	3	Cameras, AVL	121,596	N	N	Y
Diamond Coach VIP	2008	1	Biodiesel	14	2	Cameras, AVL	283,457	N	N	N
Glaval Universal	2008	1	Gasoline	15	2	Cameras, AVL	240,646	N	N	Y
Goshen GC II	2008	1	Biodiesel	24	3	Cameras, AVL	215,115	N	N	Y
Startrans Senator	2008	1	Biodiesel	0	6	Cameras, AVL	85,470	N	N	Y
Elkhart EC II	2009	1	Biodiesel	17	3	Cameras, AVL	233,646	N	N	Y
Elkhart EC II	2009	1	Biodiesel	15	3	Cameras, AVL	253,807	N	N	Y
Elkhart EC II	2011	1	Gasoline	15	3	Cameras, AVL	224,296	N	N	Y
El Dorado	2011	1	Gasoline	15	2	Cameras, AVL	250,758	N	N	Y
Elkhart	2011	2	Gasoline	15	3	Cameras, AVL	158,675; 192,347	N	N	Y
El Dorado Aerotech	2012	1	Gasoline	15	2	Cameras, AVL	186,490	N	N	Y
Turtle Top Odyssey	2012	1	Gasoline	12	3	Cameras, AVL	134,200	N	N	Y
Glaval Universal	2013	1	Gasoline	15	2	Cameras, AVL	210,075	N	N	Y

Vehicle Type	Year	Count in Fleet	Fuel	Seats	Wheelchair Capacity	Amenities	Mileage (as of November 2018)	Disposed of	Backup	Active
Glaval Universal	2014	1	Gasoline	15	2	Cameras, AVL	147,514	N	N	Y
Goshen International	2014	1	Biodiesel	22	3	Cameras, AVL	56,283	N	N	Y
Turtle Top Odyssey	2014	2	Gasoline	19	3	Cameras, AVL	101,021; 137,399	N	N	Y
ElDorado Aerotech	2015	1	Gasoline	11	3	Cameras, AVL	65,772	N	N	Y
Elkhart EC II	2015	1	Gasoline	11	3	Cameras, AVL	114,074	N	N	Y
Elkhart EC II	2016	1	Gasoline	11	3	Cameras, AVL	120,664	N	N	Y
Startrans Senator HD	2016	1	Gasoline	29	3	Cameras, AVL	37,063	N	N	Y
Elkhart EC II	2017	3	Gasoline	22	3	Cameras, AVL	7,984; 10,884; 11,565	N	N	Y
Turtle Top Terra Transport	2017	3	Gasoline	12	3	Cameras, AVL	49,355; 57,895; unknown	N	N	Y
Elkhart	2017	1	Gasoline	15	2	Cameras, AVL	0	N	N	Y
Elkhart EC II	2019	3	Gasoline	15	3	Cameras, AVL	0	N	N	Y

Source: CCT 3/20/19 correspondence, MnDOT Master Fleet Warehouse

Table 9. Facilities

Facility Type	Facility Location	Facility Age	Facility Amenities	Maintenance Capabilities
Willmar Garage	1320 22nd St. SW Willmar, MN 56201	18 years	11 vehicle storage capacity • 9 Class 400 buses • 2 Class 500 buses 4 vehicles stored outside facility • 3 Class 400 buses • 1 Class 500 buses Administrative space	1 maintenance bay
Olivia Garage	612 E. Lincoln Olivia, MN 56277	17 years	4 vehicle storage capacity • 4 Class 400 buses 1 vehicle stored outside facility • 1 Class 400 buses Administrative space	N/A
Litchfield Garage	812 E. Ripley Litchfield, MN 55355	10 years	14 vehicle storage capacity • 14-Class 400 buses Administrative space	N/A

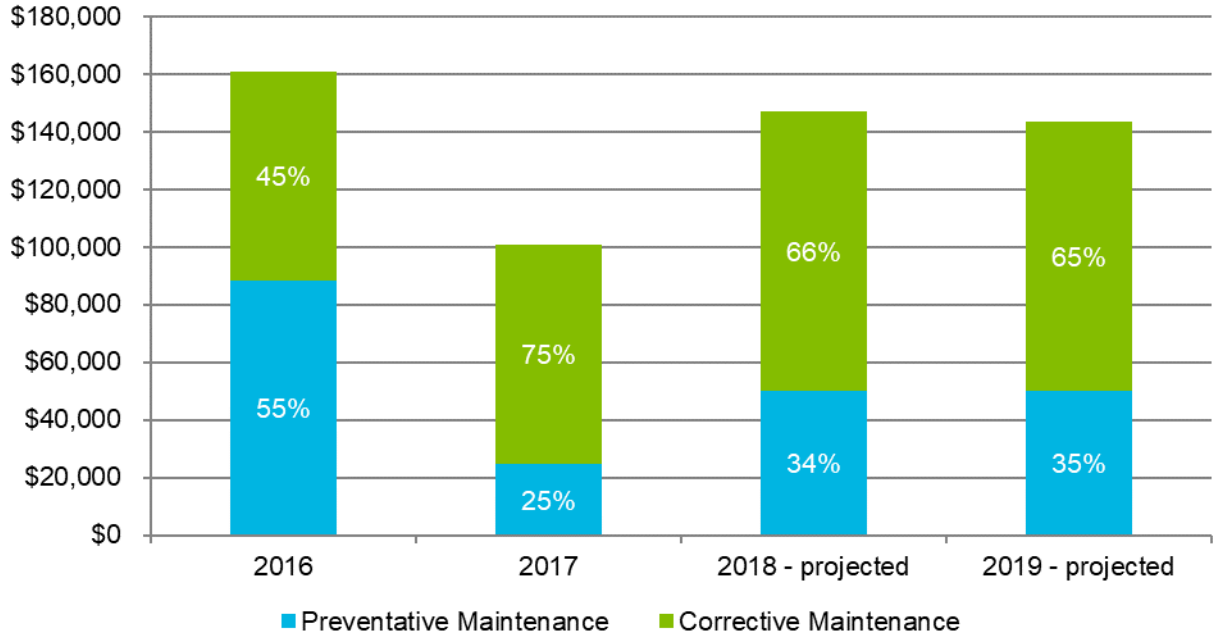
Source: CCT Capital Template, CCT 3/20/19 and 6/10/19 correspondence, MnDOT Section 5311 Facilities Master Document

Table 10. Maintenance Costs (2016-2019)

Maintenance Cost	2016	2017	2018 - projected	2019 - projected
Annual Cost of Preventative Maintenance	$88,444	$24,891	$50,000	$50,000
Annual Cost of Corrective Maintenance	$72,336	$75,782	$97,000	$93,500
Total Annual Maintenance Costs	$160,780	$100,673	$147,000	$143,500

Source: CCT Capital Template

Figure 15. Actual and Projected Maintenance Costs (2016-2019)



Source: CCT Capital Template

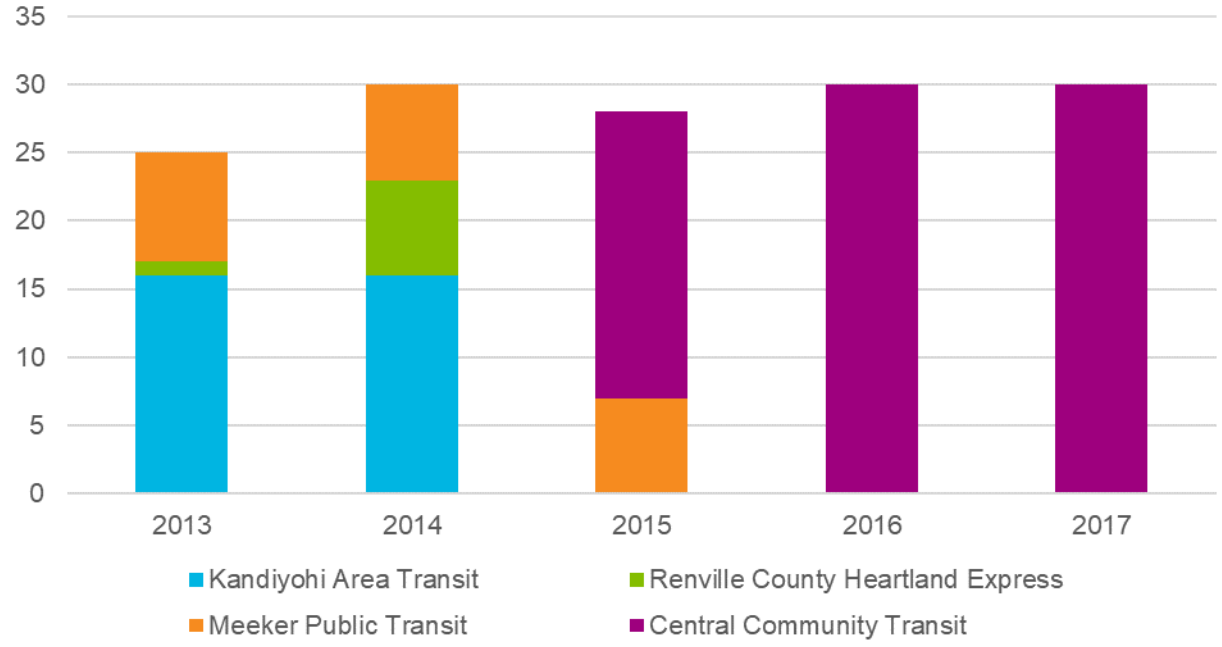
Prior to 2020, fleet assets were prioritized based on life expectancy. For this five-year transit system plan, the assets are identified for replacement based on the *Transit Asset Management Plan* submitted to FTA on October 1, 2018.

CCT's vehicle fleet, facilities, and technology assets have changed over time following the mergers of Kandiyohi Area Transit and Renville County Heartland Express to form CCT in 2015 and the merger of Meeker Public Transit with CCT in 2016. The total vehicle fleet grew from 25 vehicles in 2013 to 30 vehicles in 2017 (Figure 16). The vehicle fleet composition remained mostly the same between 2013 and 2017 with Class 400 vehicles being the dominant type. Class 400 vehicles are medium-size light-duty transit buses that range between 20 and 30 feet long. Class 400 vehicles increased, while Class 500 vehicles (25 to 40 feet long) decreased. The CCT facilities are in relatively good condition, with the Willmar Garage being built in 2001, and the Litchfield Garage built in 2009. In 2017, their MnDOT facility condition ratings were 4.1 and 4.4 out of 5.0, respectively. The major capital improvements between 2013 and 2017 are summarized below:[1]

- In 2013, Renville County Heartland Express implemented RouteMatch software and replaced paper manifests with mobile data tablets.
- In 2014, Renville County Heartland Express installed interior cameras and Armer radios in buses and the dispatch center.
- In 2015, Kandiyohi Area Transit and Renville County Heartland Express merged to form CCT.
- In 2016, Meeker Public Transit merged with CCT.

[1] Sources: 2014 MnDOT Transit Report, 2015 MnDOT Transit Report, 2016 MnDOT Transit Report, 2017 MnDOT Transit Report, 2018 MnDOT Transit Report.

Figure 16. Fleet Vehicles by Legacy Agency (2013-2017)



Sources: 2014 MnDOT Transit Report, 2015 MnDOT Transit Report, 2016 MnDOT Transit Report, 2017 MnDOT Transit Report, 2018 MnDOT Transit Report

CCT's Capital Plan is summarized in Table 11. Total capital costs vary between $288,000 and $765,000 per year (values include inflation). CCT's Capital Plan through 2025 includes replacement of seven buses in 2019, which have already been approved through MnDOT. In 2020, three buses are suggested for replacement, as they will have already reached the MnDOT maximum replacement ceiling in 2019. The majority of replacement vehicles are Class 400 vehicles, but a Class 300 and a couple Class 500 vehicles are anticipated to be replaced, consistent with the make-up of CCT's fleet. There are no plans to expand the fleet at this time.

In addition, CCT would like to plan for a capital improvement plan that would allow for maintaining the condition of current facilities, such as parking lots, lighting, flooring, fixture, locks, maintenance equipment, office furniture, and computers. CCT estimates that an annual amount to start with could be $20,000, with 3% inflation per year.

Table 11. Capital Plan (2019-2025)

Capital Plan	2019	2020	2021	2022	2023	2024	2025
Replacement Vehicles	7	3	3	3	3	3	3
Replacement Cost	$765,000	$268,000	$277,500	$368,000	$295,500	$390,000	$313,500
Facilities Upkeep	-	$20,000	$21,000	$22,000	$23,000	$24,000	$25,000
Total	**$765,000**	**$288,000**	**$298,500**	**$390,000**	**$318,500**	**$414,000**	**$338,500**

Source: CCT 3/20/19 correspondence

Note: Values include inflation

In 2019, the MnDOT Office of Transit and Active Transportation administered a second solicitation for 2019 capital funding for Greater Minnesota public transit systems. Providers were encouraged to submit requests for “shovel ready” capital projects, such as facility repairs or improvements, vehicle replacements (not including expansions), technology upgrades, bus shelters, and other passenger amenities and service equipment. MnDOT was able to award several additional capital grants, with the understanding that 80% of the requested funds would be provided by the state, and 20% would be locally-sourced funds.

On January 22, 2019, CCT was notified that MnDOT awarded the agency an additional $300,000 in state capital funding to purchase four replacement buses and one replacement van. The award details and funding amounts are listed in Table 12. Because of this unique additional capital grant, CCT has been able to get a head start on its capital plan by funding its projected vehicle replacements for at least 2019 and part of 2020.

Table 12. CCT Special Solicitation Capital Vehicle Grant Award Projects

Project Description	Budget Amount	State Funds Awarded	Local Share
Purchase Four Replacement Standard 30-foot Buses	$340,000	$272,000	$68,000
Buy Replacement Van	$35,000	$28,000	$7,000
Total	**$375,000**	**$300,000**	**$75,000**

Source: CCT 2019 Special Solicitation Vehicle Award Letter

6. 2020-2025 Annual Needs

6.1 Needs Identification Process

CCT’s annual needs were developed through a review of the agency’s existing capital items and the use of those items, and through a series of in-person visits with the CCT team to discuss the agency’s operating structure and environment, agency challenges, and opportunities for improvement. The initial meeting provided a chance to gather information and begin to consider strategies and opportunities for the agency, as well as to use analyses and metrics to assess the agency’s baseline conditions and performance. The following meeting allowed the consultant team a chance to develop a comprehensive list of agency needs for the five-year study period with CCT management and staff, and the agency’s Board of Directors. The unconstrained list of needs that was the outcome of this meeting is displayed in Table 13.

Toward the end of the FYTSP process, an online community survey was conducted to gather input on agency strategies and priorities, and to collect information on community opinion or community habits that may help to inform transit service decisions. Detailed survey information, including results, can be found in Appendix B.

6.2 List of 2020–2025 Needs

The needs identified through the prioritization activity, in order of priority, are listed in Table 13. For new or extended service, operational costs were based on anticipated hours and an hourly rate provided by CCT, as were vehicle unit costs.

Table 13. Unconstrained Needs List

Need	Priority Level	Purchase Year	Description of Need	Rationale	Estimated Cost
Additional Willmar City service	High	2020	Jeanie-O midnight shift service	Demand for additional service for shift workers at Jeanie-O facility	$57,000 annually
New handicapped accessible transit van	High	2020	To be used on demand responsive services	New vehicle will allow additional handicapped trips throughout the service area	$45,000 [a]
Drivers	High	2020	Additional full-time drivers	Currently need drivers to operate existing services Many existing full-time drivers will be retiring over the next three years Additional drivers will allow for possible frequency or coverage increases	Salary included in increased operations budget
Bicycle racks	High	2020	Bicycle racks for transit vehicles	Will help to promote multi-modal trips Helps to increase transit access	$1,500/bus,[b] $52,500 for 35 vehicles
New transit facility	High	2020-2021	New facility will provide space necessary for administrative and maintenance functions, as well as vehicle and parts storage	Existing facility is not adequate for current needs Current needs include additional vehicle storage spots (4-6 spots), additional storage for parts, one more maintenance bay, larger administrative space, and additional visitor and employee parking	$120,000 for a feasibility/site study[c] $2,500,000 for new facility[d]
Four new transit vehicles	High	2021	To be used on deviated fixed route and demand response services	New vehicles will help to alleviate strain on current vehicles, some of which are being operated well beyond their useful life	$340,000 ($85,000/bus (20 passenger)[e]

Need	Priority Level	Purchase Year	Description of Need	Rationale	Estimated Cost
Administration	High	2021	Human resource	To provide follow up with staff, perform payroll activities, benefits administration, negotiate with union, etc.	$39,483 (Indeed average salary for Human Resource Generalist in MN, scaled to CCT cost of living)
Maintenance	High	2021	One additional full-time and one additional part-time maintenance staff	Additional maintenance staff will help with existing preventative and ongoing maintenance needs Additional maintenance staff will be needed if/when service expansion happens	$37,262 full-time, $18,631 half-time = $55,893 annual[f]
Additional City of Litchfield service	Medium	2022	Additional frequency of service	Continued system-wide ridership growth suggests a need for service expansion City of Litchfield has expressed an interest in additional transit service	$85,000 (one new vehicle) +$122,720 (assumes doubling the current cost of operation City of Litchfield service) = $207,720
Vehicle technology	Medium	2022	Automated Passenger Counters (APCs)	Technology that counts passengers as they board and alight transit vehicles Allows accurate assessing of transit usage	$3,000 per vehicle, $120/year in operations [g] $105,000 for 35 vehicles, $4,200/year in operations
Administration	Medium	2022	Marketing	To provide marketing solutions to help increase transit utilization Possibly a joint position with neighboring transit agencies	$37,378 (Indeed average salary for Marketing Coordinator in MN, scaled to CCT cost of living)

Need	Priority Level	Purchase Year	Description of Need	Rationale	Estimated Cost
Vehicle technology	Medium	2022	AVLs	Tracks transit vehicles in real-time Allows for assessment of service performance Can help provide real-time transit information for passengers	$4,590 per unit[h] $160,000 for 35 vehicles
Administration	Medium	2022	Safety and Training	To develop and administer an agency-wide safety and training program	$45,364 [i]
Updated website	Medium	2022	Develop new website that provides additional service details and trip planning capabilities in multiple languages	One of the biggest impediments for potential riders is finding transit information in languages that they can understand. A trip planning function provided in multiple languages will help increase access to the system	$20,000 by professional agency[j]
Additional City of Litchfield service	Medium	2023	Weekend service	Continued system-wide ridership growth suggests a need for service expansion City of Litchfield has expressed an interest in additional transit service	Weekend estimate: $49,088 annually per vehicle
Additional City of Litchfield service	Medium	2023	Later evening service to 10 p.m.	Continued system-wide ridership growth suggests a need for service expansion City of Litchfield has expressed an interest in additional transit service	$28,600 annually per vehicle
New deviated fixed route service	Low	2024	Service between Olivia and Willmar	Recent requests for additional service	$228,000 (new vehicles and 10-hour operating span)

Need	Priority Level	Purchase Year	Description of Need	Rationale	Estimated Cost
Additional New London / Spicer service	Low	2024	Earlier morning service towards Willmar	Important to get employees into Willmar from earlier in the morning	$28,600 annually
New demand response service for small towns in Renville County	Low	2024	Two days per week in each of 10 communities	Many of these communities do not have food markets Potential life-line service for many	$85,000 for new vehicle $114,400 annual operating cost
Additional pre-school service	Low	2024	Meeker County pre-school transit service	Will help provide pre-school trips for those in more rural areas	$137,672 (two 2-hour service windows per day, 5 days a week, plus $10.84/hour[k] salary for bus monitor, and one bus)
Shared transit trips to St. Cloud	Low	2025	Select trips to major medical destinations with multiple passengers	Shared trips to major destinations provide efficient transit solutions Better to have trained drivers handle medical needs patients than volunteers May lessen need for volunteer drivers	$142,200 (10-hour span of service, two days a week, three trips a day, one new bus)
Shared transit trips to Minneapolis	Low	2025	Select trips to major medical destinations with multiple passengers	Shared trips to major destinations provide efficient transit solutions Better to have trained drivers handle medical needs patients than volunteers May lessen need for volunteer drivers	$34,320 (6-hour span of service, two days a week, one trip a day (shared bus with St. Cloud service)

Need	Priority Level	Purchase Year	Description of Need	Rationale	Estimated Cost
RouteMatch enhancements	Currently unknown	Currently unknown	Purchase automated fare collection add-on (RouteMatch Pay)	Will allow for payments across multiple pay platforms (including Mobile Pay), helping to increase transit access Helps to decrease boarding times Reduces cash management costs	Currently unknown

[a] *Estimated cost from https://www.retirementliving.com/wheelchair-vans.*

[b] *https://www.sportworks.com/product/dl2.*

[c] *Estimated cost from AECOM projects of similar scope/size.*

[d] *Estimated cost from AECOM projects of similar scope/size.*

[e] *Quoted cost per bus from Central Community Transit.*

[f] *https://www.glassdoor.com/Salaries/minnesota-mechanic-salary-SRCH_IL.0,9_IS1775_KO10,18.htm average salary for Minnesota, scaled to local cost of living.*

[g] *https://www.itscosts.its.dot.gov/ITS/benecost.nsf/0/2EF240D8151F783085257A610065D600?OpenDocument&Query=Home.*

[h] *https://www.itscosts.its.dot.gov/ITS/benecost.nsf/0/61E99282365A41A2852576EE00781BE5?OpenDocument&Query=Home for year 2000 unit cost, adjusted for inflation.*

[i] *https://www.glassdoor.com/Salaries/minnesota-safety-and-training-coordinator-salary-SRCH_IL.0,9_IS1775_KO10,41.htm, adjusted to local cost of living.*

[j] *https://www.impactbnd.com/blog/how-much-does-a-website-redesign-cost.*

[k] *https://www.payscale.com/research/US/Job=School_Bus_Monitor/Hourly_Rate.*

A discussion was then held to prioritize these agency needs according to the perception of their relative importance for the agency; this exercise was not conducted with fiscal constraints in mind. CCT staff and Board felt strongly that service expansion is absolutely a top priority; however, they recognize that any service expansion cannot be successfully accomplished without first addressing the fleet, staffing, facility, and technology needs.

6.3 Historical and Projected Annual Summary

CCT's needs, while not requiring a major change to the agency's structure, do require substantial changes to assets and service. While service expansion is a major priority, CCT staff recognized that their office needs additional staff and infrastructure to accommodate such a service expansion. The most immediate of these needs is continuous vehicle replacement, followed by staffing and facility upgrades (to house both vehicles and increased staff members). For staff, positions listed by CCT (besides drivers for eventual service expansions) include one full-time and one part-time mechanic, a human resources specialist, a marketing specialist, and a safety and training specialist.

6.3.1 Fleet

A rapidly aging fleet falling out of the state of good repair was one of the major concerns expressed by CCT staff during the needs prioritization workshop. This is evident as 13 of the active vehicles are older than 5 years and 10 have more than 150,000 miles. During the workshop, CCT staff decided to utilize a concurrent MnDOT program to request five new buses to help remedy this fleet issue. These vehicles, along with vehicles requested in this five-year plan and ones included in CCT's standard replacement cycle, should help return the average status of the fleet to good repair or better. Additionally, CCT staff mentioned wanting to make their vehicles and service friendlier for cyclists, so bicycle racks were another fleet accessory included in the request.

6.3.2 Facility

A new facility to house CCT offices, mechanics, and fleet is the largest item on the list and a major priority for this five-year plan. A feasibility study and land acquisition for this new facility should be funded as soon as possible so that CCT is able to house the new staff and vehicles that would start being delivered as early as 2021 and 2022.

6.3.3 Technology

To better improve CCT's ability to provide service and measure performance, technology requests rated as a medium priority included APC, AVL, an updated website (with multiple languages to help minority groups and trip planning applications), along with improvements to their RouteMatch system used for dispatching.

7. System Performance

Performance measurement tracking establishes a consistent way to evaluate a route or service type, provides a regular opportunity to reflect on future needs and service improvements, and ensures compliance with the ADA, MnDOT's Olmstead Plan, and any other local performance expectations. For state-funded transit services, MnDOT requires performance tracking of annual ridership, baseline span of service, on-time performance, and asset management. Additionally, each provider is required to track denials based on the ADA trip denial definitions and process documentation in FTA Circular 4710.1 as well as service and performance indicators.

Due to the constraints of handling dispatch using RouteMatch software, certain system-level performance metrics, such as wait times, have not been tracked in an easily quantifiable way. Consistent data collection practices for these measures can be incorporated into future technology improvements, such as AVL, APC, and RouteMatch enhancements. CCT has noted that the reasons for most trip denials include the request being outside of the service area, outside of the span of service, or the option provided did not meet the expectations of the rider.

Cost efficiency relates to the financial performance of the system, that is how well each dollar of investment has translated into additional service, ridership, or revenue. The cost efficiency metrics tracked by CCT for the system include cost per hour, cost per rider, cost per mile, and farebox recovery, shown in Table 14. These metrics are based on estimated system costs calculated from an average system-wide cost per revenue hour of $52.89 (2017). According to the 2017 *Rural Transit Fact Book*, the national average for cost per hour for rural transit demand response service providers is $38.83. MnDOT has set a target cost of $60 per hour or less, which CCT has met. Cost per mile is higher than the national rural average, as shown in Table 14.

System-wide ridership has incrementally increased each year since 2013. Between 2013 and 2017, the agency had a net gain in ridership of approximately 16% (34,297 passenger trips).

The largest increase to date has been an increase of over 14,000 trips from 2016 to 2017, due to the addition of Meeker County and the City of Litchfield to the CCT service area (see Section 4.1). Cost per rider is the overall cost to operate a service divided by the number of one-way trips generated. CCT's service costs $11.69 per rider.

Farebox recovery generally measures the percentage of operating cost covered by fares and is an outcome heavily influenced by the ridership productivity of a route against its total operating cost, as well as the fare policy of the system. It is generally calculated by dividing passenger fare revenue by operating cost. CCT's 2017 average farebox recovery was 20.67%.

Two service effectiveness indicators, passengers per mile and passengers per hour, are also summarized in Table 14. The system-wide passengers per mile and passengers per hour are about the same as the Minnesota rural transit average, and higher than the national rural transit average. The demand response service's passengers per mile and passengers per hour metrics are both above the Minnesota rural transit average, the deviated routes' metrics are below the Minnesota rural transit average.

The baseline span of service measures the degree to which transit service needs are being met. For communities in the CCT service area that fall into the population of 50,00 to 70,000, CCT provides 12 hours of weekday service, 9 hours of Saturday service, and 9 hours of Sunday service. In the communities that have a population of 6,999 to 2,500, CCT provides 9 hours of weekday service, but does not yet provide 9 hours of Saturday service.

Table 14. Cost Efficiency and Service Effectiveness by Service (2017)

Route/Service	Riders/Hour	Riders/Mile	Cost/Hour	Cost/Rider	Cost/Mile	Farebox Recovery
Demand Response	4.81	0.32	$64.74	$13.47	$0.20	No data available at this time
Deviated Route	3.26	0.22	$52.89	$16.24	$3.51	No data available at this time
System-Wide	4.52	0.30	$52.89	$11.69	$4.15	20.67%
National Rural Average	**2.6**	**0.15**	**$38.83**	**$14.68**	**$2.22**	**12.0%**
Minnesota Rural Average	**4.57**	**0.31**	**$60.00**	**$13.30**	**-**	**-**

Source: CCT 6/11/19 correspondence, MnDOT Chapter 7 Requirements, 2017 Rural Transit Fact Book

7.1 Historical Performance

As the CCT system has grown, ridership, service hours, and operating costs have increased (Table 15). Operating costs per rider and hour increased overall between 2013 and 2014 but decreased through 2017. Riders per hour increased between 2013 and 2014, decreased through 2016, and increased again in 2017. The cost per rider, cost per hour, and riders per hour likely grew as a result of mergers, including with Kandiyohi Area Transit and Renville County Heartland Express.

Table 15. CCT Historical Performance (2013-2017)

Year	Riders/Hour	Riders/Mile	Cost/Hour	Cost/Rider	Cost/Mile	Farebox Recovery
2013[a]	4.75	No data available at this time	$53.66	$11.29	No data available at this time	No data available at this time
2014 [a]	5.09	No data available at this time	$62.69	$12.31	No data available at this time	No data available at this time
2015 [b]	4.59	No data available at this time	$58.81	$12.81	No data available at this time	No data available at this time
2016	4.32	No data available at this time	$56.07	$12.99	No data available at this time	No data available at this time
2017	4.52	0.30	$52.89	$11.69	$4.15	20.67%

Sources: 2014 MnDOT Transit Report, 2015 MnDOT Transit Report, 2016 MnDOT Transit Report, 2017 MnDOT Transit Report, CCT 6/11/19 correspondence

[a] Rates calculated from summed values for Kandiyohi Area Transit, Renville County Heartland Express, and Meeker County Public Transit.

[b] Rates calculated from summed values for Central Community Transit and Meeker County Public Transit.

7.2 Projected Performance

Moving forward, CCT must develop a plan for collecting the data needed to track the performance metrics required by MnDOT and the additional measures that it selects to measure progress toward local goals and priorities. As mentioned at the beginning of this chapter, MnDOT requires providers to track on-time performance, trip denials, and the percentage of communities with a baseline span of service, and MnDOT has set the targets for these performance metrics. MnDOT also requires providers to track passengers per hour, cost per service hour, and cost per trip, but providers define the targets for these performance metrics. Additionally, MnDOT requires providers to select three performance metrics of their choice, for which providers define the targets. A complete list of these performance metrics and their targets are summarized in Table 16.

The definitions of the performance measures that CCT will track are as follows:

- **On-time performance**: the percentage of trips that arrive within a specified pick-up window.
- **Trip denials**: occurs when a trip is requested by a passenger, but the transportation provider cannot provide the service. Trip denial may happen because capacity is not available at the requested time. For ADA paratransit, a capacity denial is specifically defined as occurring if a trip cannot be accommodated within the negotiated pick-up window. Even if a trip is provided, if it is scheduled outside the +60/-60-minute window, it is considered a denial. If the passenger refused to accept a trip offered within the +60/-60-minute pick-up window, it is considered a refusal, not a capacity denial.

- **Percentage of communities with a baseline span of service**: the percentage of public transportation service areas meeting the baseline number of hours during the day when transit service is available in an area.
- **Passengers per hour**: unlinked passenger trips per revenue hour. This does not include volunteer trips.
- **Cost per service hour**: fully loaded operating cost per revenue hour. This does not include volunteer trips.
- **Cost per trip:** fully loaded operating cost per unlinked passenger trip. This does not include volunteer trips.
- **Service hours per capita**: the revenue hours per total population within the service area. The population of the area is defined by what is reported by the most recent census data in the ACS.
- **Passenger complaints**: includes valid complaints made by passengers either in writing, by email, or over the phone. All complaints are considered valid until investigated.
- **Road calls:** any mechanical event (not related to an accident) that results in the loss of service or the vehicle being removed from revenue service and replaced with another vehicle.
- **Accidents**: anything that meets the National Transit Database reporting threshold for collision and a reportable event per the most recent *Safety and Security Policy Manual* or per the FTA Post-Accident Drug and Alcohol testing regulations testing was required. The 2018 *Safety and Security Policy Manual* defines a collision as one that includes a fatality, an injury that required immediate transport from the scene for medical attention, property damage exceeding $25,000, transit revenue roadway vehicles involved and towing away of any vehicles (transit or non-transit) from the scene, or a suicide or attempted suicide that involved contact with a transit vehicle. The FTA Post-Accident Drug and Alcohol testing regulations require a test when the accident involves a fatality, any individual suffered a bodily injury and immediately received medical treatment away from the scene of the accident, any disabling damage to any vehicle involved in the accident requiring the vehicle to be towed away from the scene, or the vehicle was removed from operation.

Table 16. CCT Performance Metrics

Performance Measure	Current Baseline	Goal/Target	Frequency of Measurement
On-time performance	Not known - baseline must be established	90% on time within published pick-up window (before published time point for deviated route, 45/45 minute window for demand response)	Monthly
Trip denials	Not known - baseline must be established	Transit systems must follow the ADA trip denial definitions and process	Monthly

Performance Measure	Current Baseline	Goal/Target	Frequency of Measurement
Percentage of communities with a baseline span of service	Not known - baseline must be established	75% of population covered by demand response service area, or within ¾ mile of fixed route service	Annually
Passengers per hour	3.3 and 4.8 for deviated route and demand response, respectively	8 for community deviated fixed route, 5 for rural fixed route, and 3 for demand response	Monthly
Cost per service hour	$64.74 system-wide	$64 or less (system-wide)	Monthly
Cost per trip	$13.47 system-wide	$10-12 system-wide	Monthly
Service hours per capita	0.63	0.45	Annually
Passenger complaints	16 or less	6 complaints per 100,000 boardings	Annually
Road calls	76 or less	1 per 10,000 miles	Annually
Accidents	7 or less	1 per 100,000 revenue miles	Annually
Farebox recovery	23.6% system-wide [a]	23% system-wide[b]	Monthly
Cost per rider	$13.47 system-wide	$10-12 system-wide [c]	Monthly
Annual ridership	250,954	250,000 – 255,000[d]	Monthly and Annually

Sources: CCT

[a] Includes farebox revenue which went into the reserve account.

[b] Nationally, in 2016, the average farebox recovery for fixed route bus services was 23.9%; for demand response service, it was 7.3%. Because CCT farebox recovery is not separated out by mode but is approximate to the fixed route national average, that number is used as a metric. For more information, see https://www.transit.dot.gov/sites/fta.dot.gov/files/docs/ntd/66011/2016-ntst.pdf.

[c] In 2016, the national average cost per passenger trip was $4.43 for fixed route bus service and $43.79 for demand response service. CCT farebox recovery is not separated out by mode, so a gradual reduction in cost per passenger trip is recommended. For more information, see https://www.transit.dot.gov/sites/fta.dot.gov/files/docs/ntd/66011/2016-ntst.pdf.

[e] Given national trends of declining ridership, maintaining or increasing current ridership is a reasonable goal for CCT.

8. Operations

CCT operates Dial-A-Ride demand response service in and around the cities of Willmar, Olivia, and Litchfield on a regular basis, and throughout the outlying portions of Kandiyohi, Renville, and Meeker counties on a rotating basis. CCT also operates deviated route service between Litchfield, Willmar, and New London/Spicer, as well as some deviated fixed route service within Litchfield and Willmar.

8.1 Background

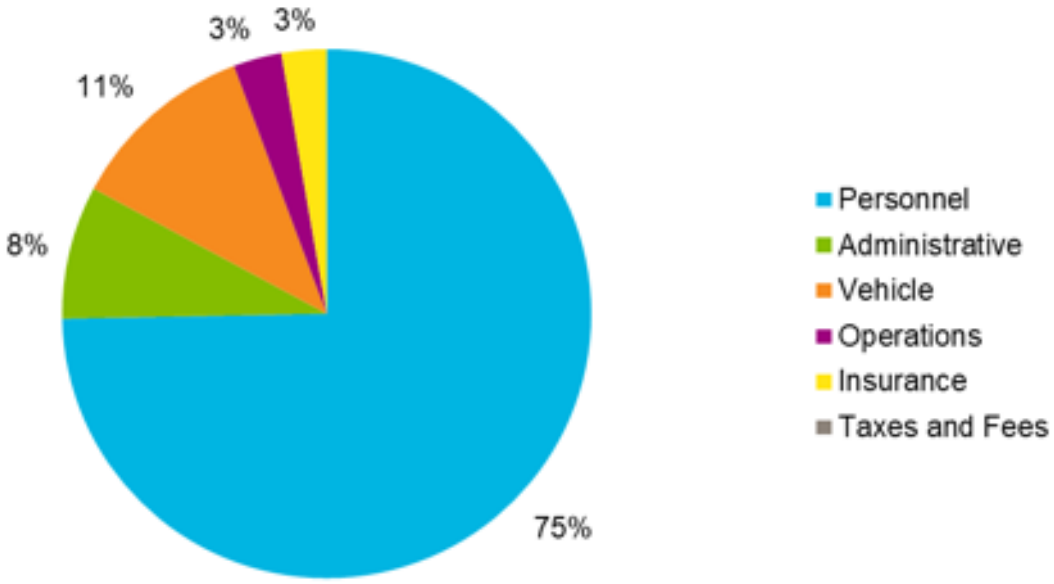
CCT requests operational funding from MnDOT on an annual basis. In 2018, CCT had an operating budget of approximately $3.3 million as shown in Table 17. These operating costs were projected to be offset by $490,500 in anticipated operating revenue and system revenues. As shown on Figure 17, personnel expenses account for 75% of the CCT operating budget, which includes expenses such as salaries, wages, and fringe benefits. The second largest expense category is vehicle expenses, which is comprised of fuel, preventative and corrective maintenance, tires, and other vehicle-related costs. Administration expenses are approximately 8% of the budget. Operations and insurance expenses make up the remainder of the CCT operating budget.

Table 17. 2018 Operating Budget Request

Line Item	Requested Amount
Personnel	$2,443,892
Administrative	$266,200
Vehicle	$374,980
Operations	$96,395
Insurance	$90,000
Expense Subtotal	**$3,271,467**
Operating Revenue	$490,500
Revenue Amount	**$490,500**
Less Refund Amount	**$0**
Total Operating Costs Less Revenue	**$2,780,967**

Source: CCT, Operating Budget 2018

Figure 17. 2018 Budgeted Operational Expenses



Source: CCT, Operating Budget 2018

8.2 Historical and Projected Annual Summary

CCT has become a regional transit provider serving Kandiyohi, Renville, and Meeker Counties. Through mergers in 2015 and 2016, CCT has been able to increase the span of service hours, improve transit access, and realize operating efficiencies. Below is a summary of some of the agency's operating highlights over the past several years:[2]

- In 2013, Kandiyohi Area Transit established funding for a coordinated Highway 12 route between Kandiyohi Area Transit and Meeker County and Renville County Heartland Express implemented RouteMatch software and replaced paper manifests with mobile data tablets. Meeker Public Transit ridership increased by 4% over the previous year.
- In 2014, Kandiyohi Area Transit began a coordinated route on Highway 12 between Willmar and Litchfield.
- In 2015, Kandiyohi Area Transit and Renville County Heartland Express merged to form CCT. Ridership increased by 6% compared to the previous year. Operating days on the Highway 12 Route were extended from three days a week to five days a week.
- In 2016, CCT merged with Meeker Public Transit and ridership increased by 15% compared to the previous year.
- In 2017, CCT expanded service to include stops in Litchfield and expanded service hours to 8 p.m.

[2] Unit Sources: 2014 MnDOT Transit Report, 2015 MnDOT Transit Report, 2016 MnDOT Transit Report, 2017 MnDOT Transit Report, 2018 MnDOT Transit Report.

As the CCT system has grown, operating expenditures have increased. Documented and projected changes in system-wide service hours, miles, and operating costs are highlighted in Table 18. The largest increase in operating expenditures, 9.4%, occurred between 2013 and 2014, prior to the merger of Kandiyohi Area Transit and Renville County Heartland Express in 2015. Following the 2015 merger, revenue hours increased by 10.2%. After the merger of CCT and Meeker County Public Transit in 2016, revenue hours increased again by 6.1%. In both 2015 and 2016, CCT operating expenditures were less than the peer group average according to the MnDOT 2014-2017 Transit Reports.

Table 18. System Cost Efficiency by Year (2013-2020)

Year	Revenue Hours	Percent Change Revenue Hours	Revenue Miles	Percent Change Revenue Miles	Operating Cost	Percent Change Operating Cost
2013[a]	45,639	-	No data available at this time	-	$2,449,063	-
2014 [a]	42,754	−6.3%	No data available at this time	No data available at this time	$2,680,295	9.4%
2015 [b]	47,124	10.2%	No data available at this time	No data available at this time	$2,771,254	3.4%
2016 [b]	49,996	6.1%	No data available at this time	No data available at this time	$2,803,081	1.1%
2017	50,656	1.3%	765,666	No data available at this time	$2,683,241	−4.3%
2018	52,176	3.0%	788,636	3.0%	$2,763,738	3.0%
2019	53,741	3.0%	812,295	3.0%	$2,846,650	3.0%
2020	55,353	3.0%	836,664	3.0%	$2,932,050	3.0%

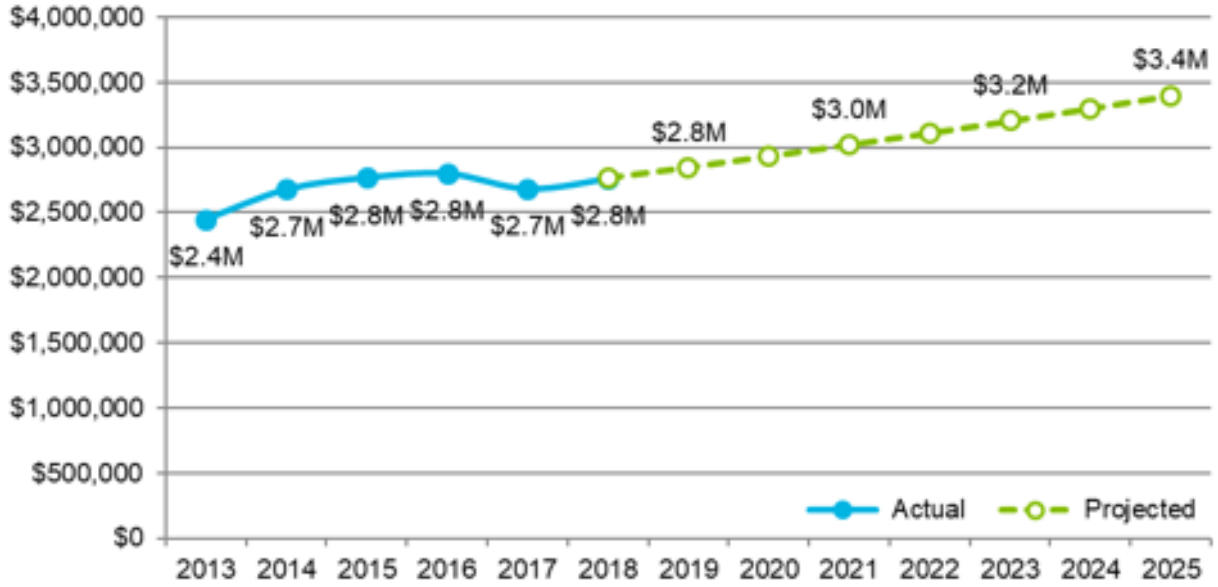
Sources: 2014 MnDOT Transit Report, 2015 MnDOT Transit Report, 2016 MnDOT Transit Report, 2017 MnDOT Transit Report, 2018 MnDOT Transit Report, CCT BlackCat 2017 Service Level Report

[a] *Values summed from Kandiyohi Area Transit, Renville County Heartland Express, and Meeker County Public Transit.*

[b] *Values summed from Central Community Transit and Meeker County Public Transit.*

Historic and projected operating costs are illustrated on Figure 18. Operating costs have grown by nearly $1,600,000 since 2013. CCT estimates that operating costs will increase approximately 3% annually through 2025.

Figure 18. Actual and Projected Operating Costs by Year (2013-2025)



Source: 2014 MnDOT Transit Report, 2015 MnDOT Transit Report, 2016 MnDOT Transit Report, 2017 MnDOT Transit Report, 2018 MnDOT Transit Report, CCT BlackCat 2017 Service Level Report

8.3 Staffing

There are 65 total staff working for CCT, of which 48% are full-time and 52% are part-time (Table 19). Most employees, 77%, are drivers. The remaining 33% of staff are managers, dispatchers, maintenance staff, and administrative assistants.

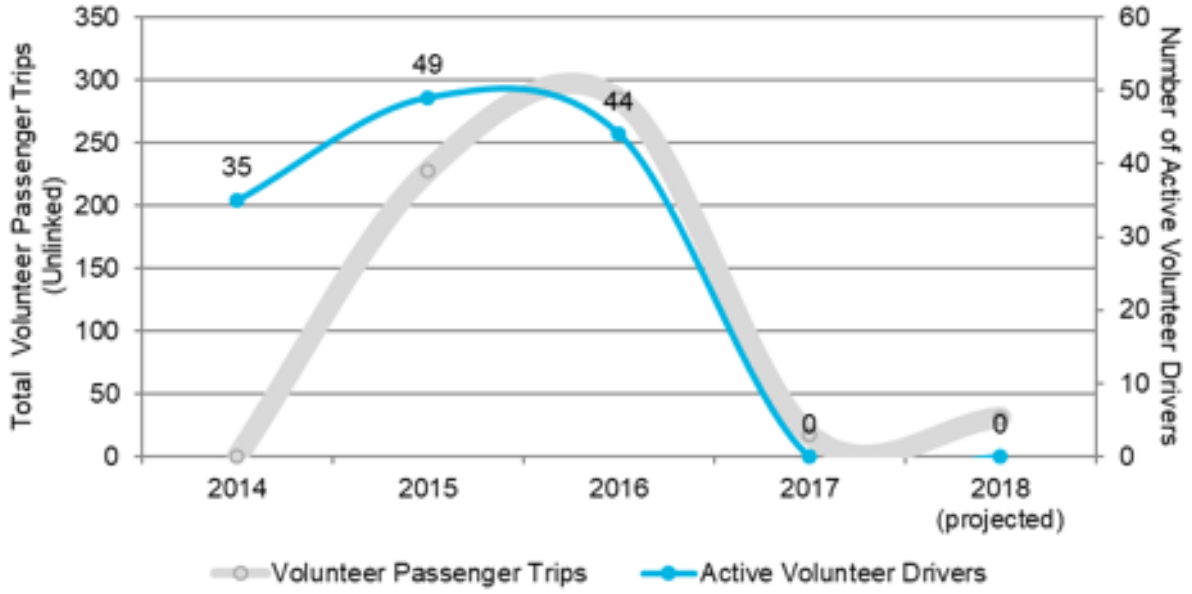
Table 19. CCT Staffing

Type of Staff	Management/ Supervising	Drivers	Dispatch/ Scheduling	Administrative/ Support	Maintenance	Total
Full Time	3	19	7	1	1	31
Part Time	1	31	1	1	0	34
Total	4	50	8	2	1	65

Source: CCT 3/20/19 correspondence

The CCT volunteer driver program is no longer included in the MnDOT transit program. All CCT volunteer drivers now provide trips for and are funded by non-MnDOT non-emergency medical transportation or senior transportation programs through the Title III Program. Until it was discontinued in July 2018, the MnDOT-affiliated volunteer driver program provided trips to CCT customers, generally for destinations outside of the three-county service area. Historically, volunteer drivers completed about 80 trips per day. The number of volunteer drivers has drastically declined over the past several years with no active drivers in 2017 or 2018, as shown on Figure 19. In the past, Kandiyohi Area Transit, Renville County Heartland Express, and Meeker Public Transit all had volunteer programs that performed mostly non-MnDOT trips. For a short time after the first merger between Kandiyohi Area Transit and Renville County Heartland Express, CCT offered a public option if a bus was not available, which entailed the user paying the full cost of the volunteer driver. This option was no longer offered beginning in July 2018.

Figure 19. CCT Volunteer Drivers (2014-2018)



Source: CCT 3/20/19 correspondence

8.4 2020-2025 Annual Needs

The Transportation Research Board's Transit Cooperative Research Program (TCRP) Report 161 outlines methods for quantifying need and forecasting demand for rural passenger transportation.[3] Appendix C contains the detailed data and worksheets used to quantify the transit need and demand for this Five-Year Transit System Plan. Transportation need, summarized in Table 20, is defined as the total number of households without a vehicle times the mobility gap, which is the difference between the daily trip rate for rural households having one personal vehicle and rural households having no personal vehicle. Within the three counties that comprise the CCT service area, there is an annual need for 1,060,300 one-way trips. Transportation needs can be met through a variety of options, including taxi service, volunteer drivers, community partners, or transit providers such as CCT.

Table 20. Transit Need/Mobility by County

County	Annual Number of One-Way Trips Needed
Kandiyohi	566,400
Meeker	284,100
Renville	209,800
Total	1,060,300

Source: CCT, 2017 ACS 5-Year Estimates, AECOM 2019

[3] Transportation Research Board, TCRP Report 161, *Methods for Forecasting Demand and Quantifying Need for Rural Passenger Transportation: Final Workbook*, http://www.trb.org/Publications/Blurbs/168758.aspx.

In 2010, the state legislature asked MnDOT to determine the level of funding required to meet at least 80% of public transit need in Greater Minnesota by 2015, and 90% of need by 2025. The legislature set the goal but did not provide additional funding or mandate that the need must be met. The transit providers participated in developing the strategies to increase ridership in Greater Minnesota. However, the GMTIP does not include detailed direction for the transit providers as transit service is based on local needs and resources.

This five-year transit system plan for CCT complements the GMTIP by identifying the need for public transit and priorities unique to the transit provider. Recommendations and investments listed in this plan were developed with input from the community, stakeholders, and transit provider staff and are opportunities to improve current transit service and expand service as appropriate.

TCRP-161 provides several methods for estimating categories of transit demand, provided in Table 21. General purpose rural non-program demand is based entirely on demographic factors indicating decreased mobility, including population over age 60, mobility limited population between ages 16 and 64, and population without access to a vehicle. Demand for general public rural passenger transportation is calculated based on the estimated trip need and passenger miles of service in operation. Demand for commuters from rural counties to an urban center is based on the estimated number of workers commuting from a rural county to an urban center, the distance between the rural county and the urban center, and whether the urban center is a state capital. All three estimates of demand are significantly below CCT's 2017 ridership of 250,954 (see Section 4.1), indicating that current services in the CCT service area are performing better than demographic factors and service levels would predict. Accordingly, ridership targets and revenue estimation for future service expansions should be based on demonstrated performance of the system rather than national indicators.

Table 21. Transit Demand by Service Area

Transit Demand Method	Annual Number of One-Way Trips In Demand
General Purpose Rural Non-Program Demand	57,000
General Public Rural Passenger Transportation	91,900
Commuters from Rural Counties to Urban Center (Twin Cities metropolitan area)	81,100

Source: CCT, 2017 ACS 5-Year Estimates, LEHD 2015, AECOM 2019

8.4.1 Staffing Needs

CCT anticipates needing to hire more full-time and part-time maintenance staff.

To help maintain existing vehicles in a state of good repair and to account for an increased fleet size, CCT would like to hire one full-time and one part (half)-time mechanic. This high priority hiring should occur in 2021.

The addition of a human resources staff position has been identified as a need for the agency.

CCT has expressed high priority need for an administrative position relating to human resource responsibilities, including hiring, payroll, benefits administration, and union negotiations. This position would ideally begin in 2021.

CCT would benefit from the addition of a marketing staff position.

CCT would like to hire a marketing specialist, possibly to share with another regional transit agency. This specialist would be responsible for advertising and marketing solutions to increase public awareness and transit utilization. This position would begin in 2022.

CCT would also benefit from a new safety and training staff position.

CCT would like to hire a safety and training specialist to oversee their agency-wide safety and training protocols, including but not limited to commercial driver's license certifications for new drivers. This position would begin in 2022.

8.4.2 Operations Funding Needs

This plan includes several recommended service improvements, detailed below, that will require an annual increase in operating funds for CCT over the period of 2020 to 2025.

Extended Evening Service in Willmar

CCT should extend its Willmar City service to past midnight, to accommodate the Jeanie-O factory midnight shift. Extending city service 4 hours until 12:30 a.m. would add an additional 1,040 annual service hours and would be implemented in 2020. The additional total amount of operating funds needed for the service ranges from approximately $59,000 in 2020 to $68,000 in 2025. This would require no additional vehicles.

Additional Service in Meeker County (including Litchfield)

CCT has expressed interest in increased capacity on the Litchfield City service. Adding a second vehicle to increase the Litchfield City Service frequency would add an additional 2,231 annual service hours and be implemented in 2022. The additional total amount of operating funds needed for the service ranges from approximately $134,000 in 2022 to $147,000 in 2025. This would require one additional vehicle.

Weekend Service in Litchfield

CCT has expressed interest in expanding the Litchfield City service to weekends as well. It is assumed that there would be two vehicles for this service starting in 2023 and this would add an additional 1,786 annual service hours. The additional total amount of operating funds needed for the service ranges from approximately $110,000 in 2023 to $117,000 in 2025. This would require no additional vehicles.

Extended Evening Service in Litchfield

CCT has expressed interest in expanding the Litchfield City service to weekday evenings. It is assumed that there would be two vehicles for this service starting in 2023 and this would add an additional 1,040 annual service hours. The additional total amount of operating funds needed for the service ranges from approximately $64,000 in 2023 to $68,000 in 2025. This would require no additional vehicles.

Additional New London/Spicer Service

CCT would like to operate its New London – Spicer service into Wilmar earlier on weekdays, with a 4:45 a.m. starting time starting in 2024. This would add an additional 520 annual service hours. The additional total amount of operating funds needed for the service ranges from approximately $33,000 in 2024 to $34,000 in 2025. This would require no additional vehicles.

Additional Service between Olivia and Willmar

CCT has expressed interest in a new deviated fixed route service connecting Oliva and Wilmar. The service would be based on the 10-hour weekday span of the current New London – Spicer service and implemented in 2024. This would add an additional 2,600 annual service hours. The additional total amount of operating funds needed for the service ranges from approximately $166,000 in 2024 to $171,000 in 2025. This would require one additional vehicle.

Rural Service in Renville County

CCT would like to establish a new deviated fixed route service in Renville County, connecting 10 small communities of which only 5 have grocery stores. This route would operate four days a week with two days for an “east” route and two days for a “west” route, with Olivia as the focal point. This would add an additional 2,080 annual service hours and be implemented in 2024. The additional total amount of operating funds needed for the service ranges from approximately $133,000 in 2024 to $137,000 in 2025. This would require one additional vehicle.

Additional Meeker County Pre-School Service

To help encourage higher pre-school attendance among children in the community, CCT would like to operate a school-year pre-school shuttle. This would require a new vehicle ($85,000) and a bus monitor position (at $10.84/hour). This service would begin in 2024 and add 800 hours annually. The additional total amount of operating funds needed for the service ranges from approximately $61,000 in 2024 to $63,000 in 2025.

Service to St. Cloud and Twin Cities

CCT would like to operate twice a week to the Twin Cities and Saint Cloud. The Twin Cities trips would be a 4-hour span, fitting three trips each day (or six trips a week). St. Cloud trips would be a 6-hour span, fitting one trip a day (or two trips a week). This service would add 1,664 hours annually and begin in 2025. The additional total amount of operating funds needed for the service is approximately $109,000 in 2025. This would require one additional vehicle.

9. Financial

The CCT 2017 operating costs and revenue sources are shown in Table 22 and on Figure 20. In 2017, the agency’s total operating costs were about $2,683,000, with about $555,000 in farebox revenue (approximately 21% farebox recovery rate). Federal and state revenue sources provide 85% of rural transit agencies’ annual operating expenses. The remaining 15% of the annual operating expenses come from local revenue sources. CCT’s local share is comprised of fare revenue, contract revenue, and local funding and subsidies. In 2017, the local revenue streams were able to provide the local operating share and contribute to CCT’s reserve account. The three counties (i.e., Kandiyohi, Renville, and Meeker) and the cities of Willmar and Litchfield each provide a local match to fund the service. Some of the other municipalities in the service area will also provide a local match at times. They are asked to provide the funds in a “lump sum” and CCT will first allocate the capital funds that need to be provided before using funds for operating costs. Historical local funding contributions are detailed in Table 23.

Fares are an important source of revenue that offset the cost of operating transit services. CCT recently completed a fare equalization study and implemented a new fare structure on January 1, 2019. The CCT fare structure varies by trip distance, and can be paid using a CCT token, punch pass, or cash (Table 24). Drivers do not carry change for fares paid with cash.

Aides that accompany passengers are not charged a fare. Children 4 years old and younger are not charged a fare but must be accompanied by a paying adult. However, children age 3 or 4 who are traveling to a structured educational facility may ride by themselves and pay the regular

fare. Veterans ride for free upon presenting their Veterans Administration identification card with a service connected unless they are traveling to or from a structured service facility.

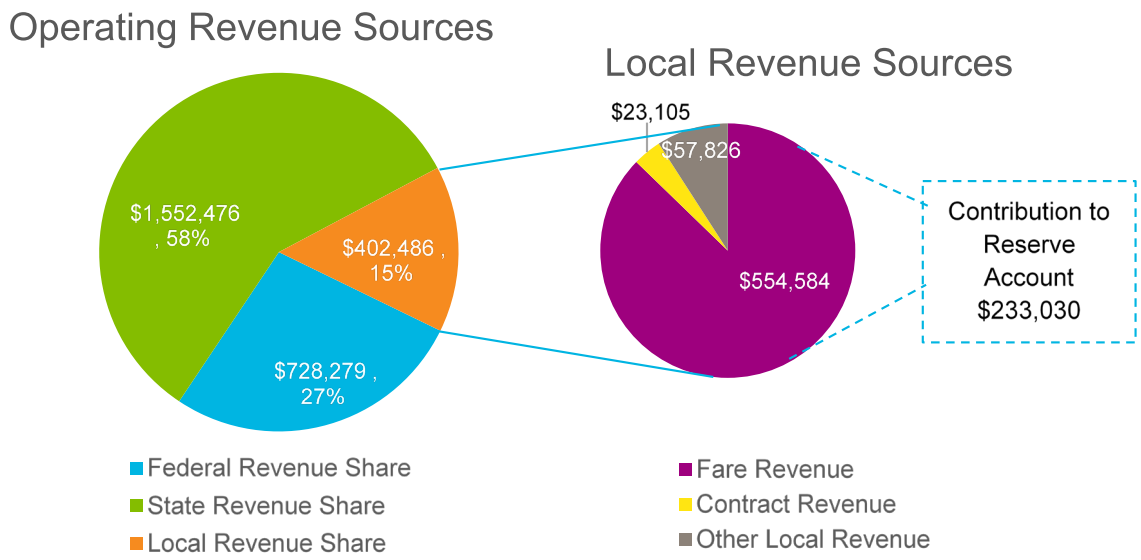
Table 22. 2017 Operating Financial Profile

Expense/Revenue Category	Amount
Operating Costs	($2,683,241)
Federal Revenue Share	$728,279
State Revenue Share	$1,552,476
Local Revenue Share	$402,486
Fare Revenue	$554,584
Contract Revenue	$23,105
Other Local Revenue	$57,826
Reserve Account[a]	($233,030)

Source: 2018 MnDOT Transit Report, CCT Financial Template, CCT 3/20/19 correspondence

[a] A negative value associated with the reserve account represents a contribution rather than a withdrawal.

Figure 20. 2017 Operating Revenue by Source



Source: 2018 MnDOT Transit Report, CCT Financial Template, CCT 3/20/19 correspondence

Table 23. CCT Historical Local Contributions for Capital and Operating Expenses (2015-2019)

Local Contributor	2015	2016	2017	2018	2019
Kandiyohi County	$20,000	$20,000	$20,000	$20,000	$20,500
Renville County	$20,000	$20,000	$20,000	$20,000	$20,500
Meeker County	NA	$19,940	$20,000	$20,000	$20,500
City of Willmar	$20,000	$20,000	$20,000	$20,000	$20,500
City of Litchfield	NA	$19,940	$20,000	$20,000	$20,500
Various Cities	$17,411	$20,541	$21,026	$19,616	$20,000
Total	**$77,411**	**$120,421**	**$121,026**	**$119,616**	**$122,500**

Source: CCT 3/20/19 correspondence

Table 24. Fare Structure (effective January 1, 2019)

Route/Service	Adult Fare	Reduced Fare	Other Fare	Passes
City limits of Litchfield, Olivia, Willmar	$2.00 each way	—	+$1.00 for same day service	—
0-13 miles outside city limits	$3.00 each way	—	+$1.00 for same day service	—
14-22 miles outside city limits	$4.00 each way	—	+$1.00 for same day service	—
23-35 miles outside city limits	$5.00 each way	—	+$1.00 for same day service	—
36+ miles outside city limits	$6.00 each way	—	+$1.00 for same day service	—
CCT Carriage (group fare)	$57.00/hour	—	—	—

Source: CCT website, http://www.cctbus.org/

9.1 Background

Transit providers serving Greater Minnesota receive funding from several sources at the federal, state, and local levels. Specifically, transit funding is comprised of:

- Federal Transit Funding, United States Department of Transportation (FTA)
- State General Fund appropriations
- State Motor Vehicle Sales Tax (MVST)
- State Motor Vehicle Lease Sales Tax (MVLST)
- Local Share: farebox recovery, local tax levies, local contracts for service

Transit providers in Greater Minnesota generally receive federal funding through the Section 5311 Non-urbanized Area Formula Program, which provides capital and operating funding for small urban and rural areas, including intercity bus transportation. MnDOT is responsible for distributing federal funds to transit providers in Greater Minnesota.

MnDOT also distributes state funding from the General Fund and Transit Assistance Fund to Greater Minnesota transit providers. Transit services have received funding from the state's General Fund every year for decades. However, most of the state funding for Greater Minnesota transit providers comes from the Transit Assistance Fund, which receives revenue through the MVST and MVLST.

Minnesota State law requires local participation in funding public transit services in Greater Minnesota. A statutory fixed-share funding formula sets a local share of operating costs by system classification as noted in Table 25. Local revenue sources that can provide the local match include farebox revenues, local property taxes, local sales taxes, contracted route revenues, advertising revenue, or program revenue.

Table 25. Operating Transit Programs Required Local Match

Program (Recipient Classifications)	Percentage of Required Local Match
Elderly and Disabled	15%
Rural (population <2,500)	15%
Small Urban (population >2,500 and <50,000)	20%
Urbanized (population >50,000)	20%

Source: MnDOT Greater Transit Funding in Minnesota

State and federal funding for public transit should cover the remaining 80 or 85% of operating costs. The percentage of total funds spent on transit that are provided locally are higher than the mandated local share. Transit systems in Greater Minnesota often provide additional service that is not recognized in the funding formula, thus the total percentage of local funding for transit service in Greater Minnesota is more than 20%.

Refer to MnDOT's Office of Transit and Active Transportation website for up to date information regarding funding.[4]

9.2 History

Historical operating expenditures for CCT are detailed in Table 26 and the breakdown of funding sources is illustrated on Figure 21. Total operating expenditures decreased by 7% from 2013 to 2016. This is likely due to the consolidation of resources following the merger of Kandiyohi Area Transit, Renville County Heartland Express, and Meeker County Public Transit in 2015 and 2016. The federal and state share of operating expenditures increased from 2013 to 2015 and decreased in 2016. The local share percentage has decreased over time, dropping to 15% in 2016 and 2017.

[4] http://www.dot.state.mn.us/transit/.

Table 26. CCT Operating Expenditures (2013-2017)

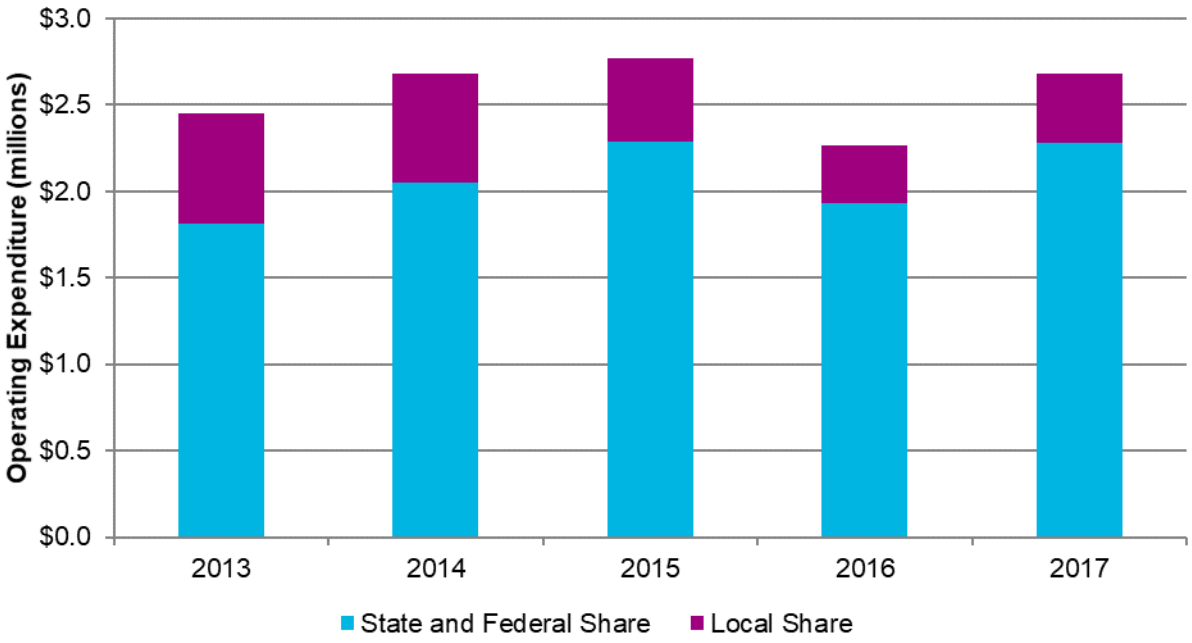
Year	Total Expenditures	State and Federal Share	Local Share	% Local Share
2013[a]	$2,449,063	$1,810,520	$638,543	26.07%
2014[a]	$2,680,295	$2,052,050	$628,246	23.44%
2015[b]	$2,771,254	$2,289,551	$481,703	17.38%
2016	$2,268,445	$1,928,178	$340,267	15.00%
2017	$2,683,241	$2,280,755	$402,486	15.00%

Sources: 2014 MnDOT Transit Report, 2015 MnDOT Transit Report, 2016 MnDOT Transit Report, 2017 MnDOT Transit Report, 2018 MnDOT Transit Report

[a] Values summed from Kandiyohi Area Transit, Renville County Heartland Express, and Meeker County Public Transit.

[b] Values summed from Central Community Transit and Meeker County Public Transit.

Figure 21. CCT Operating Expenditure Funding Sources (2013-2017)



Source: 2014 MnDOT Transit Report, 2015 MnDOT Transit Report, 2016 MnDOT Transit Report, 2017 MnDOT Transit Report, 2018 MnDOT Transit Report

Capital expenditures are detailed in Table 27, and the breakdown of funding sources is illustrated on Figure 22. The major capital purchases for CCT include buses and technology improvements. In 2014, capital expenditures totaled $297,175, by far the highest amount used for capital purchases in recent years. In 2013, prior to the formation of CCT, Renville County Heartland Express invested in RouteMatch software and mobile data tablets and installed interior cameras and Armer radios in buses and its dispatch center in 2014. Additionally, the agencies that merged to form CCT all invested in buses between 2013 and 2015, with CCT also investing in buses in 2015, 2016, and 2017. The local share has ranged from 25% in 2013 to 21% in 2017, with state and federal sources providing the rest of the capital costs.

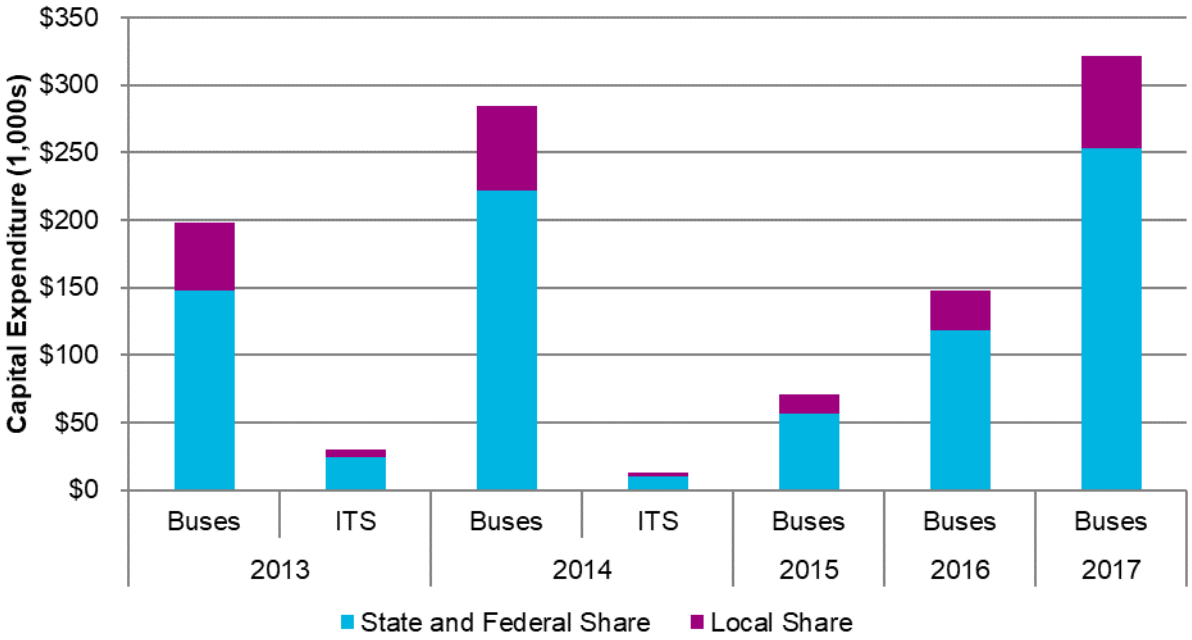
Table 27. CCT Capital Expenditures (2013-2017)

Year	Asset Category	Total Expenditures	State and Federal Share	Local Share
2013[a]	Buses	$197,900	$147,813	$50,087
2013[a]	ITS	$30,277	$24,221	$6,055
2014[a]	Buses	$284,529	$222,008	$62,521
2014[a]	ITS	$12,646	$10,117	$2,529
2015	Buses	$70,853	$56,682	$14,171
2016	Buses	$148,000	$118,400	$29,600
2017	Buses	$321,683	$252,800	$68,883

Sources: 2014 MnDOT Transit Report, 2015 MnDOT Transit Report, 2016 MnDOT Transit Report, 2017 MnDOT Transit Report, 2018 MnDOT Transit Report

[a] Values summed from Kandiyohi Area Transit, Renville County Heartland Express, and Meeker County Public Transit.

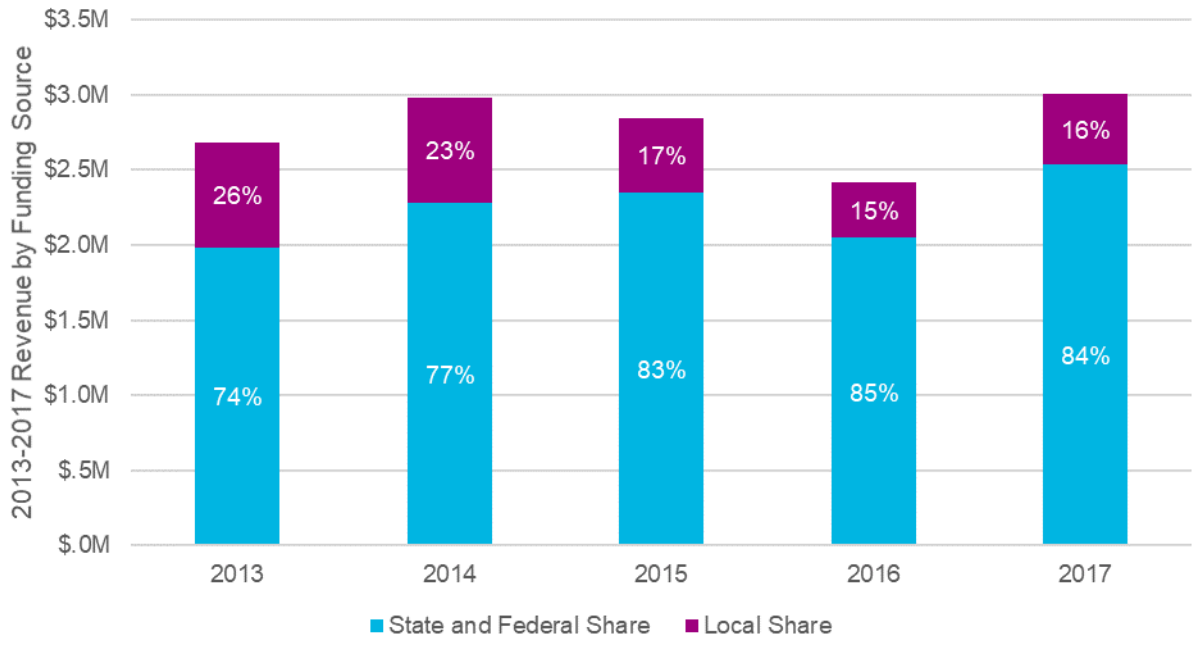
Figure 22. CCT Capital Expenditure Funding Sources (2013-2017)



Source: 2014 MnDOT Transit Report, 2015 MnDOT Transit Report, 2016 MnDOT Transit Report, 2017 MnDOT Transit Report, 2018 MnDOT Transit Report

Figure 23 illustrates annual changes to the total available capital and operating revenue by revenue source. Federal and state revenue was approximately $2.0 million in 2013, increasing in 2014 to about $2.3 million, and to nearly $2.4 million in 2015. In 2016, state and federal revenue dropped to about $2.0 million, rebounding to $2.5 million in 2017. The local share decreased over time, remaining consistent from 2013 to 2014 at slightly less than $695,000, dropping to approximately $496,000 in 2015, and to about $370,000 in 2016 (to $471,000 in 2017).

Figure 23. Change in Total Available Capital and Operating Revenue by Source (2013-2017)

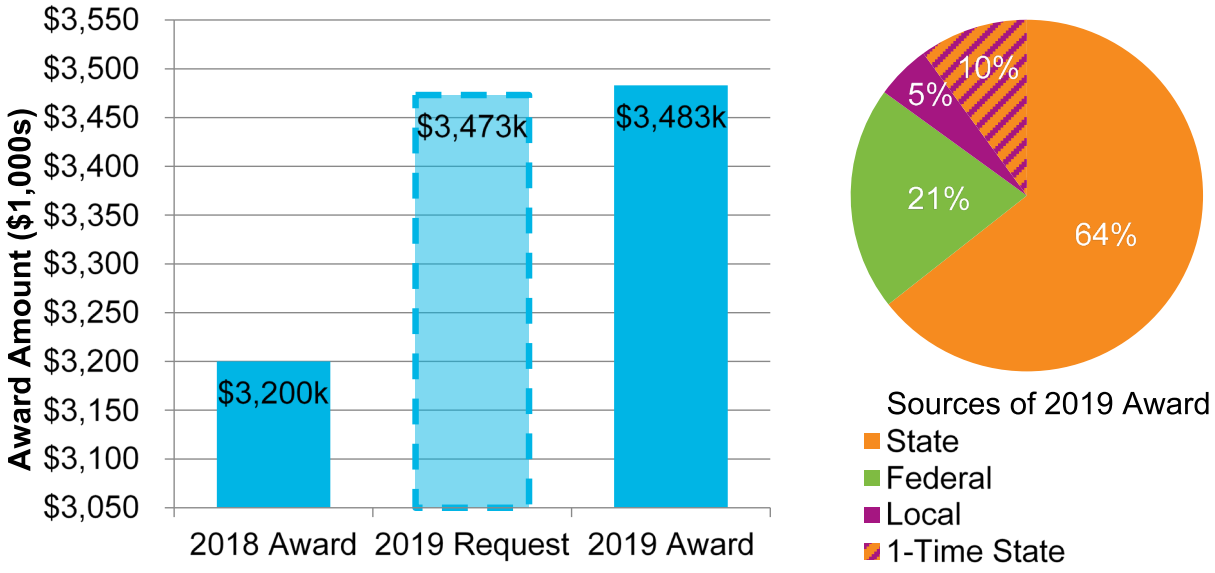


Source: 2014 MnDOT Transit Report, 2015 MnDOT Transit Report, 2016 MnDOT Transit Report, 2017 MnDOT Transit Report, 2018 MnDOT Transit Report

9.3 Budgeted Revenue

CCT has historically relied upon grants from federal, state, and local sources to operate. Figure 24 illustrates requested and granted funds from 2018 to 2019. The 2019 grant award is more (by nearly $10,000) than the amount requested by CCT and represents a 9% increase from the 2018 award. Additionally, MnDOT has approved a one-time across-the-board 10% reduction in the local share required for Greater Minnesota transit providers' 2019 Public Transit Operating Grant. This means that the local share for CCT has been reduced from 15% to 5% for 2019 only.

Figure 24. Grant Requests and Awards (2018-2019)

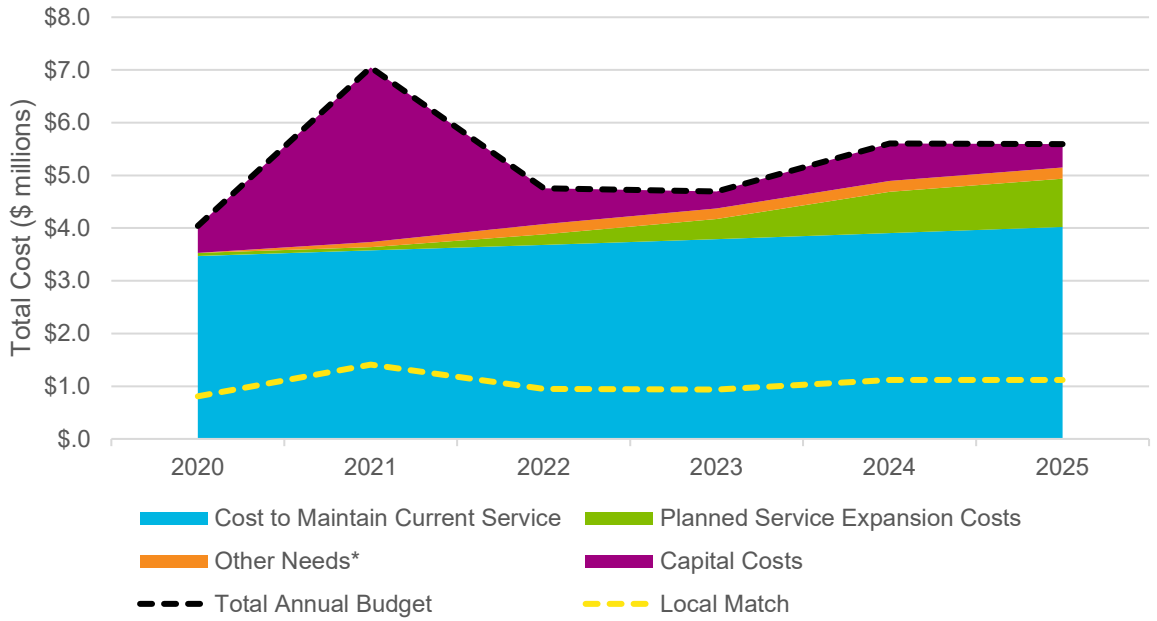


Source: MnDOT 2019 Transit Grant Requests and Awards Compared to 2018 Grant Awards

9.4 2020-2025 Needs vs. Projected Revenue

Capital and operating plans for 2020 through 2025 are included in Appendix A. The combined capital and operating expenses are summarized on Figure 25. As shown, costs to maintain current service, planned service expansion costs, and other needs are expected to increase steadily each year, with the implementation of maintenance and human resource staff positions in 2021, as well as marketing and safety/training staff positions in 2022. The expansion of Wilmar city service will be implemented in 2020, additional Litchfield city service will be implemented in 2022, and extended weekday service hours and new weekend service in Litchfield will be implemented in 2023. In 2025, many service expansion improvements will be implemented, including extended service in New London/Spicer, a new deviated fixed route between Willmar and Olivia, new demand response service in Renville County, shared trips to St. Cloud and the Twin Cities, and additional pre-school service. Vehicle expansion and new facility construction costs in 2021 will increase capital costs relative to other years. Local match would increase from approximately $808,000 in 2020 and decline to approximately $1,118,000 in 2025.

Figure 25. 2020-2025 Plan, Local Revenue Requirements



Source: Capital and Operating Templates for 2020-2025 (Appendix A)

**Other needs are non-capital and non-service costs, which include the annually recurring costs for maintenance, human resources, marketing, and safety and training staff positions.*

10. Agency Strategic Direction

The five-year planning process for the rural transit service providers (FTA Section 5311) in Greater Minnesota, the first of its kind, has identified and quantified the transit services being operated around the state, which vary greatly in size and scope, and identified potential areas for improvement, expansion, and regional coordination. The provision of transit service is subject to many federal and state guidelines, which may impact how improvement, expansion, and coordination recommendations are implemented. This section describes both overarching areas of potential improvement and opportunities identified across the state as well as those specific to CCT in addition to local, state, and federal requirements.

10.1 Requirements

The provision of transit service is subject to many local, state, and federal guidelines.

10.1.1 Federal Transit Administration (FTA)

FTA Section 5311 provides formula-based grants to support rural areas for transit capital, planning, and operating assistance.[5] Guidance on the grant, requirements, compliance, and application process is available online[6] and through the MnDOT Office of Transit and Active Transportation (OTAT).[7]

[5] https://www.transit.dot.gov/rural-formula-grants-5311.
[6] https://www.transit.dot.gov/regulations-and-guidance/fta-circulars/formula-grants-rural-areas-program-guidance-and-application.
[7] https://www.dot.state.mn.us/transit/.

FTA is a major funder of rural transit service in Greater Minnesota. MnDOT operates as the primary recipient of FTA Section 5311 funds. As such, all Greater Minnesota transit service providers (sub-recipients) receiving FTA Section 5311 funds, through MnDOT as the recipient, must comply with FTA regulations. FTA regulations pertain, but are not limited to, major topic areas, including training, safety, maintenance, service, procurement, and asset management. Any contracted service by transit agencies, including taxi services, must also comply with FTA requirements.

CCT is not aware of any issues related to FTA compliance in the delivery of its service.

FTA also requires compliance with the ADA, Olmstead Plan, and Title VI, described in more detail in the following sections.

10.1.2 Olmstead Plan

In 1999, the Supreme Court affirmed that mental illness is a type of disability, that individuals with disabilities, including those with mental illness, have a right to live in their communities as opposed to forcing institutionalization, and are covered by the ADA in *Olmstead vs. L.C and E.W.*[8] The State of Minnesota is one of the more progressive states in instituting a specific Olmstead Plan. Minnesota's Olmstead Plan was updated most recently in March 2018.[9]

For transit providers in Greater Minnesota, the Olmstead Plan requires that people with disabilities, including those with mental illness, are covered by the same requirements of the ADA (discussed in Section 10.1.4). It means that the level of transit service available to the general public (the span of service, frequency of service, and service area coverage) is also available to people with disabilities, including mental illness. It also means that social and human service agencies and public transit agencies should coordinate as much as possible to provide service to individuals with disabilities.

CCT's demand response and deviated route services are available to all persons with disabilities, including mental illness, at no additional fee. Continued and enhanced coordination with local human service agencies is a recommended component of the marketing and public education action plan discussed in Section 11.2.

10.1.3 Title VI

FTA requires all recipients and sub-recipients to comply with U.S. Department of Transportation Title VI regulations, based on Title VI of the Civil Rights Act of 1964. Title VI requirements for transit services are generally related to supplying language access to persons with limited English proficiency (LEP).[10] In Greater Minnesota, MnDOT is the primary recipient of FTA funds, so all the Section 5311 transit service providers are sub-recipients. Thus, MnDOT has the primary responsibility for Title VI compliance. MnDOT may request information related to Title VI compliance, including language assistance plans or activities, public participation plans or activities including language access, etc., from the transit service providers as needed.

In Greater Minnesota, with primarily deviated fixed route and demand response service, Title VI responsibilities pertain to identifying communities with LEP and providing materials and outreach in appropriate languages.

CCT staff have noted a demand for materials in multiple languages. Based on 2017 ACS data, about 4% of the population in the three-county service area report LEP. The majority of the LEP

[8] https://supreme.justia.com/cases/federal/us/527/581/.
[9] https://www.dhs.state.mn.us/olmstead/.
[10] https://www.transit.dot.gov/sites/fta.dot.gov/files/docs/FTA_Title_VI_FINAL.pdf.

population in the service area is fluent in Spanish, but some of the LEP population speak other languages as well. Developing targeted outreach and marketing materials for Spanish and other language groups is included in the marketing and public education action plan discussed in Section 11.2.

10.1.4 Americans with Disabilities Act (ADA)

The ADA is designed to prohibit discrimination based on disability. In terms of FTA and the provision of transit service, the ADA is structured to ensure equal opportunity and access for persons with disabilities.[11] ADA requirements apply to facilities, vehicles, equipment, bus stops, level of service, fares, and provision of service.

In Greater Minnesota, with most service provided via deviated fixed route or demand response, most service-related requirements (i.e., complementary paratransit service associated with fixed route service) are inherently met by mode. Any contracted service by transit agencies, including taxi services, must also comply with FTA and ADA requirements.

MnDOT defines the types of vehicles that are available for service provision in Greater Minnesota. All the vehicles on the list are ADA compliant. Any new facilities or bus stops must be constructed to be ADA compliant. All transit service providers must complete required training.

Service provision-related equivalencies include the following for demand response service:

- The response time, fares, geographic area of service, hours and days of service, trip purpose restrictions, and availability of information and reservations capability must be the same for all riders, including those with disabilities.
- With regard to capacity denials (denials within the existing service parameters in the above bullet), denials are allowed for demand response service, as long as the frequency of denials is the same as the frequency for riders without disabilities.
- Any priority given to persons with disabilities or higher levels of service is a local decision.
- Requirements for demand response service are different than those required for ADA complementary paratransit associated with fixed route service.

Service provision-related practices include the following for deviated fixed route service:

- Advertise route deviation policies, including distance and availability.
- Establish a reasonable service area in which deviations are permitted (e.g., ¾ mile).
- Establish reasonable limits on the number of deviations per trip to ensure that the fixed route portion of the service is able to operate on time.
- Apply reasonable surcharges for deviations (e.g., deviation surcharges no more than twice the base fare).

All CCT's revenue vehicles are ADA compliant. Any future investments in capital items such as an additional handicapped accessible transit van, a new transit facility, and bus stops will be inclusive of ADA requirements. Investments in automated passenger counter technology will provide CCT with the data needed to demonstrate that capacity denials are not disproportionately impacting individuals with disabilities.

[11] https://www.transit.dot.gov/sites/fta.dot.gov/files/docs/Final_FTA_ADA_Circular_C_4710.1.pdf.

10.1.5 Agency

MnDOT is responsible for making sure each provider (sub-recipient) complies with FTA Section 5311 requirements. MnDOT also has additional requirements for the transit service providers including.

- Service data for National Transit Database (NTD)
  - Monthly and annually
  - By mode
- Grant management
- Fleet inventory
- Denials
  - Capacity
  - Unmet Need
- On-time performance (pickup window)
- Percentage of communities with baseline span of service
- Performance metrics (required, but not tracked)
  - Passengers per hour
  - Cost per service hour
  - Cost per trip
  - Service hours per capita
  - Farebox recovery
  - Advance reservation time
  - Passenger complaints
  - Road calls per 10,000 miles
  - Accidents per 100,000 miles

MnDOT reports annual NTD statistics and created and maintains the *Transit Asset Management Plan* for all FTA Section 5311 transit service providers.

CCT also has the following internal guidelines, policies, and requirements in place:

- CCT has a goal of five passengers per hour on all routes.

10.2 Opportunities

In discussing opportunities with transit service providers throughout Greater Minnesota, several overarching opportunities were identified. They are discussed in Section 10.2.1. Opportunities specific to CCT are discussed in Section 10.2.2.

10.2.1 Southwest Region

The Southwest Region encompasses 22 counties in southwestern Minnesota, between the Twin Cities Metropolitan area, the border with Iowa to the south, and with South Dakota to the west (Figure 26). Across the Southwest Region, several themes emerged related to the following opportunities:

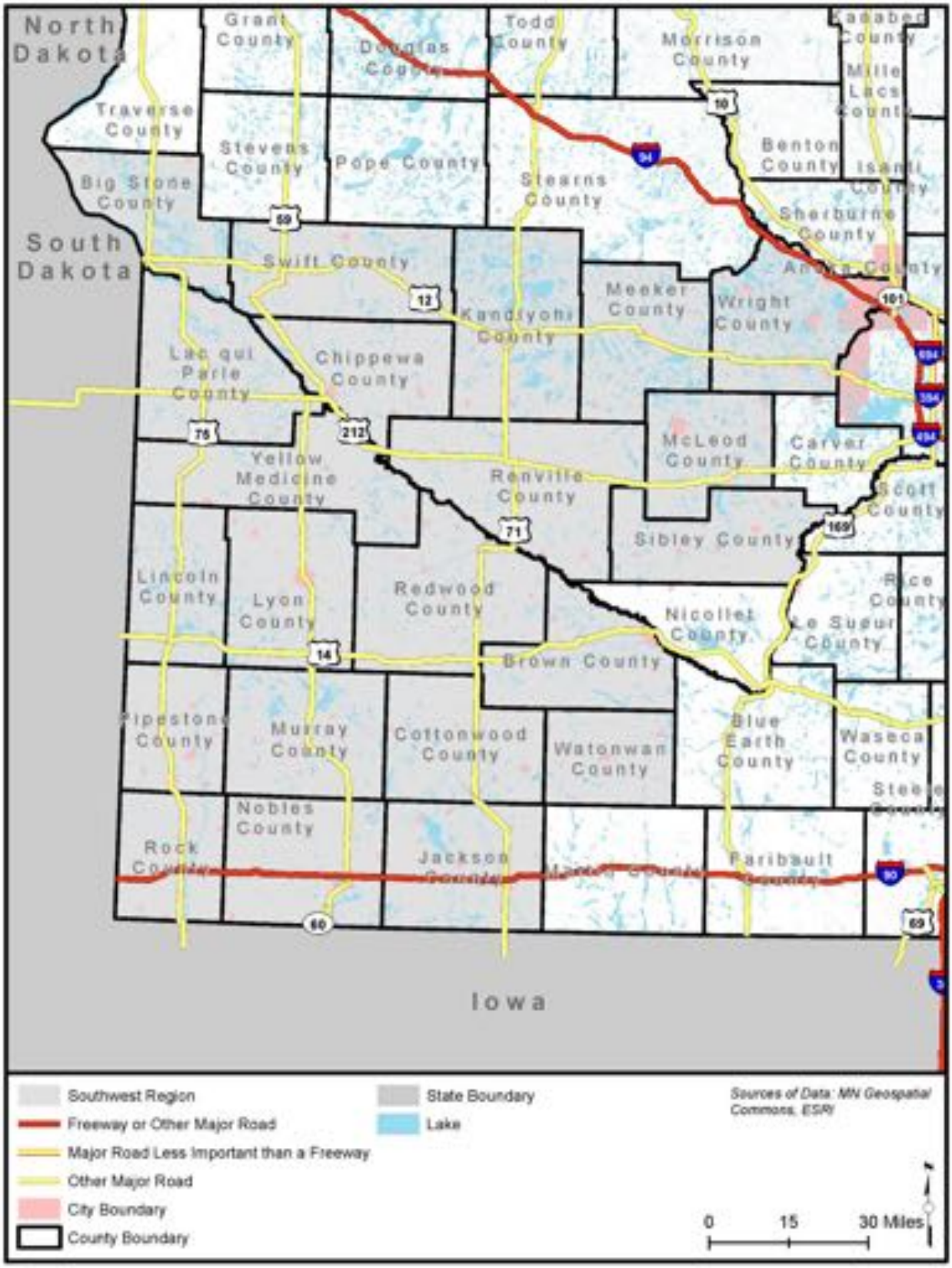
- Regional coordination
- Marketing
- Mobility management
- Data standardization and tracking
- Transit manager handbook
- Succession planning
- Technology
- Online trip planner/apps/general transit feed specification (GTFS)
- Bulk procurement

Regional connections for employment, medical appointments, socialization, and other trip purposes have been identified by many transit service providers as both a need and a challenge to operate. Many of the longer distance trips are not being completed by public transit but rather by volunteer drivers. Some providers do provide regional services into metropolitan areas or into neighboring counties. As the volunteer driver pools decrease over time, identifying a public transit solution to regional connectivity will be vital. One effort to fill regional transportation gaps is already underway. The Minnesota Departments of Transportation and Human Services, in collaboration with other state agencies, are working with the Metropolitan Council, and other local governments and organizations, to create regional transportation coordinating councils as appropriate throughout Minnesota. Coordination between transportation providers and service agencies has been a goal and strategy to fill transportation gaps, provide more service with the same or fewer resources, streamline access to transportation, and provide customers more options of where and when to travel.

Getting the word out about the services that are available and how to use the transit service are themes that emerged from every transit service provider in Greater Minnesota. Developing marketing plans and getting out into the community is very time-consuming. Many providers could use additional staff for marketing activities, either a full-time staff position, or a shared regional staff position. Another solution may be to hire individuals in a mobility management role or train schedulers to all serve a mobility management role. Mobility managers are well versed in all types of transportation services in a community and work with customers to identify the best program for that customer. Mobility managers also work with community organizations, human service agencies, major employers, and others to get the word out about transit services and how to use them, including providing travel training for potential riders in some cases.

Data collection, organization, and reporting varies greatly from transit service provider to transit service provider. This inconsistency comes from different modes, different operating models, different types and level of technology, among other reasons. MnDOT has the opportunity through this five-year transit system planning process to identify and incorporate data standards, definitions, and tracking procedures. These could be documented in a Transit Manager’s Handbook, something that would be helpful to guide transit managers in planning, operating, and reporting transit services. Staff turnover and the need for succession were mentioned by several transit agencies, both from the perspective of new staff and older staff nearing retirement age. A Transit Manager’s Handbook would be helpful in both cases.

Figure 26. Southwest Region



Technology also varies greatly from provider to provider; sometimes because of the size of the organization, sometimes because of technical support, sometimes because of staff size. New technology is becoming available and more affordable by the day. Transit service providers and MnDOT have many opportunities to increase the efficiency of service provision and improve customer service through investment in technology. Two primary opportunities came up with regard to technology with many providers:

- Increase awareness of the service and ability to understand how the service works by developing and publishing general transit feed specifications for flexible service (GTFS-Flex) for each transit service provider. This would enable anyone using Google Maps or Apple Maps or other mainstream online trip planners to see a transit service provider's service area or routes, hours of operation, and trip reservation procedure when they enter in an origin and a destination. It would automatically show whether transit service was available and how to use it.
- Save money, connect adjacent systems, and build regional connectivity and collaboration through bulk procurement of technology, especially scheduling/dispatching software.

10.2.2 Central Community Transit

Opportunities identified specific to CCT included:

- Shared regional transit trips to major medical destinations outside of the service area, such as St. Cloud and Minneapolis
- Development of marketing resources in multiple languages, including new website
- Coordination with other rural transit providers in the Southwest Region and Greater Minnesota
- Improve data collection through new technology (APCs, AVLs, automated fare collection)
- Expansion of service spans and improved frequencies in Litchfield
- Addition of employee service specific to factory midnight shift and early morning service towards Willmar
- New deviated route service between Olivia and Willmar
- New demand response service for small towns in Renville County
- Meeker County pre-school transit service
- Bicycle racks for transit vehicles
- New administrative and maintenance facility
- Safety and training program
- Expand fleet of vehicles
- Additional personnel – drivers, mechanic, human resources, marketing

10.3 Risks/Challenges

As with opportunities, risks and challenges were also identified. Risks and challenges are summarized in this section in terms of themes throughout Greater Minnesota (Section 10.3.1) and specific to CCT (Section 10.3.2).

10.3.1 Southwest Region

Potential risk and challenge themes identified across the Southwest Region (Figure 26) included:

- Funding
  - Longevity and dependability
  - Local match
  - Contracts
  - Performance-based
- Staffing
  - Drivers
  - Professional staff
- Fleet
  - Vehicles, number of wheelchair positions
  - Expansion
  - Replacement
  - Fleet classification/spare ratio
- Data collection/data tracking
- Performance tracking

Funding is a frequently cited concern in Greater Minnesota. Concerns are related to the longevity and dependability of state and federal funding; use of tax revenue for local match vs. fare and contract revenue; contracts, including multi-year contracts; and any future performance-based requirements for funding. Historically, some transit service providers have been conservative about instituting new services because of perceived performance pitfalls and longevity of funding. Moving forward focusing on improvement and expansion of service and the opportunities identified in the previous section, funding dependability, diversification, and documentation will be important.

Several providers mentioned difficulty in finding, hiring, and retaining drivers – both professional drivers and volunteer drivers. Training drivers and supporting drivers while working towards a commercial driver's license is also a challenge and can be costly. Additionally, finding qualified staff to fill roles associated with operations, management, dispatching/scheduling, marketing, technology, etc., can be challenging in rural areas. Generally, people with higher technical skills live and work in metropolitan areas, where there are generally more opportunities for high skilled labor than in rural areas. [12] The labor pool is much smaller in a rural area.

Other potential challenges focus on fleet. Some transit service providers operate in rural areas with high proportions of disabled riders. As such, some require vehicles with more than two wheelchair positions. Diversifying vehicles available for use in Greater Minnesota may be required to implement some of the solutions identified in the five-year transit system plans and to realize the opportunities described in the previous section. Other areas for concern regarding fleet include being able to expand the fleet based on unmet needs; replacing vehicles that have

[12] "Workforce Skills across the Urban-Rural Hierarchy." Federal Reserve Bank of New York Staff Report. February 2012. https://www.newyorkfed.org/medialibrary/media/research/staff_reports/sr552.pdf.

higher-than average maintenance costs even if they have not exceeded their useful life; policies for classifying fleet and using retired fleet in service or as spares; and maintaining an appropriate spare ratio. Several transit service providers reported service reductions due to an ineffective spare ratio or the inability to expand the fleet.

Finally, potential challenges exist with regard to data collection, data tracking, and performance tracking. As mentioned in the previous section, an opportunity exists to standardize data collection, reporting, and tracking. This is an ambitious goal due to the variety of scheduling software that is being used, the lack of any software in some cases, and the variety of operating models that exist. In order to realize some of the opportunities, some level of standardization would be required.

10.3.2 Central Community Transit

Potential risks and challenges identified by CCT included:

- Local match
- Staffing
- Projected shortage of volunteer drivers
- Overall shortage/retention of professional drivers
- Data collection/tracking compliance with the potential for a new regional/statewide data collection standard

11. Increasing Transit Use for Agency

As the goal set forth by state legislature is to understand what level of funding it would take to meet 90% of the transportation needs in Greater Minnesota by 2025, the primary assumption in the development of the five-year transit system plans is that transit agencies need to expand and grow ridership. Strategies to improve transit services and increase ridership were described in detail in previous chapters. Another crucial element to increasing ridership and growing transit mode share in an area is a comprehensive marketing and education strategy. Ridership will not increase if the community does not know that the service exists or how to use it.

Section 11.1 describes the elements of a comprehensive marketing and education program that could help CCT grow ridership and community awareness. Section 11.2 describes an action plan for growing ridership and community awareness.

11.1 Marketing

Complementing the recommendations previously described in this five-year transit system plan, continuous marketing and education on the transit services available and how they work are crucial to the success of the transit program and to entwining the service into the fabric of the community. Some goals for ongoing marketing and education could include:

- Increase awareness, understanding, and utilization of the transit service by residents, employees, and visitors
- Promote transit service as both a fiscally responsible and green choice
- Position CCT as *the* bus service in the region

Possible strategies to achieve these goals include:

- Update website

  - Include concise, clear instructions on how to use the service and who is eligible (everyone!)
  - Include easy-to-understand schedules and maps of services
  - Link to website from other town/city/county/partner websites
  - Provide downloadable brochures
  - Embed an online trip planner or link to an online trip planner
  - Add a 'Where's my Bus' option to the website
- Develop a social media presence
  - Post/update regularly
  - Advertise changes
  - Profile riders
  - Introduce new programs
  - Announce weather delays or cancellations
  - Promote the benefits of transit service
- Consider smartphone apps
  - Develop GTFS so that provider services show up as an option in common mapping apps (e.g., Google Maps, Apple Maps) and/or online trip planners. GTFS-Flex is the appropriate specification for deviated fixed route or demand response service
  - Add a 'Where's my Bus' option to the website or a separate app so that customers can track their rides
  - Allow customers to request trips/negotiate trips with schedulers
- Embrace the mobility management role in the community
  - Add a joint mobility manager position to be shared with neighboring transit agencies such as Trailblazer Transit or Prairie Five RIDES
  - Train schedulers and dispatchers to function as mobility managers
    - Educate on all services/programs available in the service area and beyond
    - Train to negotiate and make connections until the customer has a viable option to meet their request/need
- Increase outreach efforts to reach potential transit users
  - Need to overcome language barriers of potential riders
  - Use demographics (seniors, youths, disabled persons, low income households, etc.) to target outreach efforts
  - Increase discussions with major transit generators such as government facilities, medical centers, large employers, residential communities, etc.

11.2 Action Plan

A marketing and education strategy for CCT should be based on input from existing riders and the larger community. Based on discussions with CCT, stakeholder outreach, and survey results, the following ideas were identified:

- Develop educational plan to address shortages in/retention of professional and volunteer drivers
- Develop new website that provides additional service details and trip planning capabilities in multiple languages
- Add a joint marketing position to be shared with neighboring transit agencies
- Enhance coordination with local human service agencies on marketing campaigns
- Enhance coordination with Greater Minnesota and Southwest Minnesota rural transit systems, and the various “private” service providers in the outstate region
- Target outreach and marketing materials for Spanish and other language groups

Other possible strategies include:

- Put together a marketing campaign that ‘speaks’ to potential customers – identify local advocates who have positive stories to share about their use of CCT bus service. Some examples may include:
  - Provide an example of a rider who used to spend X on commuting costs, but riding the bus to commute only costs Y, a savings of % percent annually
  - Work with local senior groups to identify benefits to seniors in longevity and quality of life when mobility options are available that allow them to get out of their homes and attend events, run errands, and make it to medical appointments
- Include a ‘Benefits of Transit Service’ section on the website and brochures
  - Use national research statistics on the benefits of transit service
  - Identify different themes to capture the attention of different audiences and strategically utilize the themes in materials publicized with community partners and on CCT materials
  - For mainstream materials, periodically focus on different themes to capture different audiences and re-engage others
  - Benefit themes may include: economic development, aging in place, reduction in air pollution, technology, community building, access to education and employment opportunities, quality of life for seniors and disabled persons, reduction in dependence on personal vehicles, mobility options for people living in rural areas, attraction of international tourists who will only visit destinations that do not require the use of personal vehicles, etc.

Based on the marketing and education priorities identified for CCT, the following is a step towards implementing a new or improved marketing strategy:

- In 2022, hire a marketing specialist (potentially as a joint position with other providers) to provide marketing solutions to help increase transit utilization.

Appendix A Capital and Operating Plans for 2020-2025

Five Year Capital Plan

Central Community Transit

Line Number	Line Item Name	2019 Budget	Inflation Factor (3% / year)	2020	2020 (local match)	2021	2021 (local match)	2022	2022 (local match)	2023	2023 (local match)	2024	2024 (local match)	2025	2025 (local match)
1711	Vehicle Cost	$ -		$ 314,350	$ 62,870	$ 637,706	$ 127,541	$ 368,000	$ 73,600	$ 295,000	$ 59,000	$ 685,615	$ 137,123	$ 414,994	$ 82,999
1712	Farebox(es)	$ -			$ -		$ -		$ -		$ -		$ -		$ -
1713	AVL/MDT	$ -			$ -		$ -	$ 174,836	$ 34,967		$ -		$ -		$ -
1714	Camera(s)	$ -			$ -		$ -		$ -		$ -		$ -		$ -
1715	Logos	$ -			$ -		$ -		$ -		$ -		$ -		$ -
1716	Radio (Communication Equipment)	$ -			$ -		$ -		$ -		$ -		$ -		$ -
1717	Other Bus Related Equipment	$ -		$ 54,075	$ 10,815		$ -	$ 114,736	$ 22,947	$ 4,727	$ 945	$ 4,869	$ 974	$ 5,015	$ 1,003
1720	Lift, Ramp Expenses, etc.	$ -			$ -		$ -		$ -		$ -		$ -		$ -
1730	Radio Equipment Expenses	$ -			$ -		$ -		$ -		$ -		$ -		$ -
1740	Fare Box Expenses	$ -			$ -		$ -		$ -		$ -		$ -		$ -
1750	Other Capital Expenses	$ -		$ 20,000	$ 4,000	$ 21,000	$ 4,200	$ 43,855	$ 8,771	$ 23,000	$ 4,600	$ 24,000	$ 4,800	$ 25,000	$ 5,000
1760	Facility Purchase and/or Construction Cost	$ -		$ 123,600	$ 24,720	$ 2,652,250	$ 530,450		$ -		$ -		$ -		$ -
	Total Capital Budget	**$ -**		**$ 512,025**	**$ 102,405**	**$ 3,310,956**	**$ 662,191**	**$ 701,427**	**$ 140,285**	**$ 322,727**	**$ 64,545**	**$ 714,484**	**$ 142,897**	**$ 445,009**	**$ 89,002**
Capital	Total 1711 - 1740 (only)	$ -	$ -	$ 368,425	$ 73,685	$ 637,706	$ 127,541	$ 657,573	$ 131,515	$ 299,727	$ 59,945	$ 690,484	$ 138,097	$ 420,009	$ 84,002

Operations PLANNING - Provider summary table														
		2018	2020	2020	2021	2021	2022	2022	2023	2023	2024	2024	2025	2025
			total cost	local share	total cost	local share	total cost	local share	total cost	local share	total cost	local share	total cost	local share
		$	plus 3%	20%	plus 3%	20%	plus 3%	20%	plus 3%	20%	plus 3%	20%	plus 3%	20%
Status Quo (Maintain)		$ 3,271,467.00	$ 3,470,699.34	$ 694,139.87	$ 3,574,820.32	$ 714,964.06	$ 3,682,064.93	$ 736,412.99	$ 3,792,526.88	$ 758,505.38	$ 3,906,302.68	$ 781,260.54	$ 4,023,491.76	$ 804,698.35
	Implementation Year	2019	2020	2020	2021	2021	2022	2022	2023	2023	2024	2024	2025	2025
			total cost	local share	total cost	local share	total cost	local share	total cost	local share	total cost	local share	total cost	local share
		$	plus 3%	20%	plus 3%	20%	plus 3%	20%	plus 3%	20%	plus 3%	20%	plus 3%	20%
Expand/Grow				$ -		$ -		$ -		$ -		$ -		$ -
Additional Litchfield City Service	2022	$ 122,720.00	$ 126,401.60	$ 25,280.32	$ 130,193.65	$ 26,038.73	$ 134,099.46	$ 26,819.89	$ 138,122.44	$ 27,624.49	$ 142,266.11	$ 28,453.22	$ 146,534.10	$ 29,306.82
Extend Litchfield City Hours to 10PM	2023	$ 57,200.00	$ 58,916.00	$ 11,783.20	$ 60,683.48	$ 12,136.70	$ 62,503.98	$ 12,500.80	$ 64,379.10	$ 12,875.82	$ 66,310.48	$ 13,262.10	$ 68,299.79	$ 13,659.96
Litchfiend City Weekend Service	2023	$ 98,176.00	$ 101,121.28	$ 20,224.26	$ 104,154.92	$ 20,830.98	$ 107,279.57	$ 21,455.91	$ 110,497.95	$ 22,099.59	$ 113,812.89	$ 22,762.58	$ 117,227.28	$ 23,445.46
Extend Wilmar City Service	2020	$ 57,000.00	$ 58,710.00	$ 11,742.00	$ 60,471.30	$ 12,094.26	$ 62,285.44	$ 12,457.09	$ 64,154.00	$ 12,830.80	$ 66,078.62	$ 13,215.72	$ 68,060.98	$ 13,612.20
Extend New London/Spicer Service	2024	$ 28,600.00	$ 29,458.00	$ 5,891.60	$ 30,341.74	$ 6,068.35	$ 31,251.99	$ 6,250.40	$ 32,189.55	$ 6,437.91	$ 33,155.24	$ 6,631.05	$ 34,149.90	$ 6,829.98
New Deviated Fixed Route Wilmar-Olivia	2024	$ 143,000.00	$ 147,290.00	$ 29,458.00	$ 151,708.70	$ 30,341.74	$ 156,259.96	$ 31,251.99	$ 160,947.76	$ 32,189.55	$ 165,776.19	$ 33,155.24	$ 170,749.48	$ 34,149.90
New Demand Response Renville County	2024	$ 114,400.00	$ 117,832.00	$ 23,566.40	$ 121,366.96	$ 24,273.39	$ 125,007.97	$ 25,001.59	$ 128,758.21	$ 25,751.64	$ 132,620.95	$ 26,524.19	$ 136,599.58	$ 27,319.92
Shared Transit Trips to St. Cloud	2025	$ 57,200.00	$ 58,916.00	$ 11,783.20	$ 60,683.48	$ 12,136.70	$ 62,503.98	$ 12,500.80	$ 64,379.10	$ 12,875.82	$ 66,310.48	$ 13,262.10	$ 68,299.79	$ 13,659.96
Shared Trips to Twin Cities	2025	$ 34,320.00	$ 35,349.60	$ 7,069.92	$ 36,410.09	$ 7,282.02	$ 37,502.39	$ 7,500.48	$ 38,627.46	$ 7,725.49	$ 39,786.29	$ 7,957.26	$ 40,979.87	$ 8,195.97
Additional Pre-School Service & Bus Monito	2024	$ 52,672.00	$ 54,252.16	$ 10,850.43	$ 55,879.72	$ 11,175.94	$ 57,556.12	$ 11,511.22	$ 59,282.80	$ 11,856.56	$ 61,061.28	$ 12,212.26	$ 62,893.12	$ 12,578.62
Full-Time Maintenance Staff	2021	$ 37,262.00	$ 38,379.86	$ 7,675.97	$ 39,531.26	$ 7,906.25	$ 40,717.19	$ 8,143.44	$ 41,938.71	$ 8,387.74	$ 43,196.87	$ 8,639.37	$ 44,492.78	$ 8,898.56
Part Time Maintenance Staff	2021	$ 18,631.00	$ 19,189.93	$ 3,837.99	$ 19,765.63	$ 3,953.13	$ 20,358.60	$ 4,071.72	$ 20,969.35	$ 4,193.87	$ 21,598.44	$ 4,319.69	$ 22,246.39	$ 4,449.28
Human Resources Staff	2021	$ 39,483.00	$ 40,667.49	$ 8,133.50	$ 41,887.51	$ 8,377.50	$ 43,144.14	$ 8,628.83	$ 44,438.46	$ 8,887.69	$ 45,771.62	$ 9,154.32	$ 47,144.77	$ 9,428.95
Marketing Staff	2022	$ 37,378.00	$ 38,499.34	$ 7,699.87	$ 39,654.32	$ 7,930.86	$ 40,843.95	$ 8,168.79	$ 42,069.27	$ 8,413.85	$ 43,331.35	$ 8,666.27	$ 44,631.29	$ 8,926.26
Safety & Training Staff	2022	$ 45,364.00	$ 46,724.92	$ 9,344.98	$ 48,126.67	$ 9,625.33	$ 49,570.47	$ 9,914.09	$ 51,057.58	$ 10,211.52	$ 52,589.31	$ 10,517.86	$ 54,166.99	$ 10,833.40
Expansion/Growth Cost		**$ 943,406.00**	**$ 58,710.00**	**$ 11,742.00**	**$ 161,655.70**	**$ 32,331.14**	**$ 391,019.24**	**$ 78,203.85**	**$ 577,626.88**	**$ 115,525.38**	**$ 987,569.35**	**$ 197,513.87**	**$ 1,126,476.10**	**$ 225,295.22**
NEW TOTAL BUDGET	-	-	**$ 3,529,409.34**	**$ 705,881.87**	**$ 3,736,476.02**	**$ 747,295.20**	**$ 4,073,084.17**	**$ 814,616.83**	**$ 4,370,153.76**	**$ 874,030.75**	**$ 4,893,872.04**	**$ 978,774.41**	**$ 5,149,967.87**	**$ 1,029,993.57**

Five Year Transit Sytem Plan -- Operating Budget																			
Provider	**Central Community Transit**																		
Line Item	**Operating Expenses**	**2018 Budget**	**2018 (local match)**	**2019 Projected**	**Cost Factor**	**Inflation Factor (3% / year)**	**2020**	**2020 (local match)**	**2021**	**2021 (local match)**	**2022**	**2022 (local match)**	**2023**	**2023 (local match)**	**2024**	**2024 (local match)**	**2025**	**2025 (local match)**
1010	Admin, Management & Supervisory Salaries	$264,907.00	$ 52,981.40	$ 272,854.21	Fixed	3%	$ 281,039.84	$ 56,207.97	$ 289,471.03	$ 57,894.21	$ 298,155.16	$ 59,631.03	$ 307,099.82	$ 61,419.96	$ 316,312.81	$ 63,262.56	$ 325,802.20	$ 65,160.44
1020	Operator's Wages	$948,515.00	$ 189,703.00	$ 976,970.45	$ / Hour	3%	$ 1,006,279.56	$ 201,255.91	$ 1,036,467.95	$ 207,293.59	$ 1,067,561.99	$ 213,512.40	$ 1,099,588.85	$ 219,917.77	$ 1,132,576.51	$ 226,515.30	$ 1,166,553.81	$ 233,310.76
1030	Vehicle Maintenance and Repair Wages	$61,906.00	$ 12,381.20	$ 63,763.18	$ / Mile	3%	$ 65,676.08	$ 13,135.22	$ 67,646.36	$ 13,529.27	$ 69,675.75	$ 13,935.15	$ 71,766.02	$ 14,353.20	$ 73,919.00	$ 14,783.80	$ 76,136.57	$ 15,227.31
1040	General Office Support Wages	$64,531.00	$ 12,906.20	$ 66,466.93	Fixed	3%	$ 68,460.94	$ 13,692.19	$ 70,514.77	$ 14,102.95	$ 72,630.21	$ 14,526.04	$ 74,809.12	$ 14,961.82	$ 77,053.39	$ 15,410.68	$ 79,364.99	$ 15,873.00
1050	Operations Support Wages	$352,554.00	$ 70,510.80	$ 363,130.62	Fixed	3%	$ 374,024.54	$ 74,804.91	$ 385,245.27	$ 77,049.05	$ 396,802.63	$ 79,360.53	$ 408,706.71	$ 81,741.34	$ 420,967.91	$ 84,193.58	$ 433,596.95	$ 86,719.39
1060	Fringe Benefits	$751,479.00	$ 150,295.80	$ 774,023.37	variable	3%	$ 797,244.07	$ 159,448.81	$ 821,161.39	$ 164,232.28	$ 845,796.24	$ 169,159.25	$ 871,170.12	$ 174,234.02	$ 897,305.23	$ 179,461.05	$ 924,224.38	$ 184,844.88
Personnel Services	Total 1000 (1010 - 1060)	$ 2,443,892.00	$ 488,778.40	$ 2,517,208.76			$ 2,592,725.02	$ 518,545.00	$ 2,670,506.77	$ 534,101.35	$ 2,750,621.98	$ 550,124.40	$ 2,833,140.64	$ 566,628.13	$ 2,918,134.86	$ 583,626.97	$ 3,005,678.90	$ 601,135.78
1110	Management Fees		$ -	$ -	Variable	3%	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
1120	Drug and Alcohol Testing and Administration Fee Expenses		$ -	$ -	Variable	3%	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
1130	Advertising, Marketing and Promotional Charges	$37,000.00	$ 7,400.00	$ 38,110.00	Variable	3%	$ 39,253.30	$ 7,850.66	$ 40,430.90	$ 8,086.18	$ 41,643.83	$ 8,328.77	$ 42,893.14	$ 8,578.63	$ 44,179.93	$ 8,835.99	$ 45,505.33	$ 9,101.07
1140	Legal, Auditing, and Other Professional Fees	$58,200.00	$ 11,640.00	$ 59,946.00	Variable	3%	$ 61,744.38	$ 12,348.88	$ 63,596.71	$ 12,719.34	$ 65,504.61	$ 13,100.92	$ 67,469.75	$ 13,493.95	$ 69,493.84	$ 13,898.77	$ 71,578.66	$ 14,315.73
1150	Staff Development Costs	$4,000.00	$ 800.00	$ 4,120.00	Variable	3%	$ 4,243.60	$ 848.72	$ 4,370.91	$ 874.18	$ 4,502.04	$ 900.41	$ 4,637.10	$ 927.42	$ 4,776.21	$ 955.24	$ 4,919.50	$ 983.90
1160	Office Supplies	$63,000.00	$ 12,600.00	$ 64,890.00	Variable	3%	$ 66,836.70	$ 13,367.34	$ 68,841.80	$ 13,768.36	$ 70,907.06	$ 14,181.41	$ 73,034.27	$ 14,606.85	$ 75,225.29	$ 15,045.06	$ 77,482.05	$ 15,496.41
1170	Leases and Rentals - Administrative Facilities	$4,000.00	$ 800.00	$ 4,120.00	Variable	3%	$ 4,243.60	$ 848.72	$ 4,370.91	$ 874.18	$ 4,502.04	$ 900.41	$ 4,637.10	$ 927.42	$ 4,776.21	$ 955.24	$ 4,919.50	$ 983.90
1180	Utilities	$72,000.00	$ 14,400.00	$ 74,160.00	Variable	3%	$ 76,384.80	$ 15,276.96	$ 78,676.34	$ 15,735.27	$ 81,036.63	$ 16,207.33	$ 83,467.73	$ 16,693.55	$ 85,971.77	$ 17,194.35	$ 88,550.92	$ 17,710.18
1190	Other Direct Administrative Charges	$28,000.00	$ 5,600.00	$ 28,840.00	Variable	3%	$ 29,705.20	$ 5,941.04	$ 30,596.36	$ 6,119.27	$ 31,514.25	$ 6,302.85	$ 32,459.67	$ 6,491.93	$ 33,433.46	$ 6,686.69	$ 34,436.47	$ 6,887.29
Administrative Charges	Total 1100 (1110 - 1190)	$ 266,200.00	$ 53,240.00	$ 274,186.00	Variable		$ 282,411.58	$ 56,482.32	$ 290,883.93	$ 58,176.79	$ 299,610.45	$ 59,922.09	$ 308,598.76	$ 61,719.75	$ 317,856.72	$ 63,571.34	$ 327,392.42	$ 65,478.48
1210	Fuel	$217,980.00	$ 43,596.00	$ 224,519.40	$/mile	3%	$ 231,254.98	$ 46,251.00	$ 238,192.63	$ 47,638.53	$ 245,338.41	$ 49,067.68	$ 252,698.56	$ 50,539.71	$ 260,279.52	$ 52,055.90	$ 268,087.91	$ 53,617.58
1220	Preventive Maintenance (PM) Labor, Parts and Material Expenses (Vehicles)	$50,000.00	$ 10,000.00	$ 51,500.00	$ / Mile	3%	$ 53,045.00	$ 10,609.00	$ 54,636.35	$ 10,927.27	$ 56,275.44	$ 11,255.09	$ 57,963.70	$ 11,592.74	$ 59,702.61	$ 11,940.52	$ 61,493.69	$ 12,298.74
1230	Corrective Maintenance (CM) Labor, Parts and Materials Expense (Vehicles)	$75,000.00	$ 15,000.00	$ 77,250.00	$ / Mile	3%	$ 79,567.50	$ 15,913.50	$ 81,954.53	$ 16,390.91	$ 84,413.16	$ 16,882.63	$ 86,945.56	$ 17,389.11	$ 89,553.92	$ 17,910.78	$ 92,240.54	$ 18,448.11
1240	Tires	$22,000.00	$ 4,400.00	$ 22,660.00	$ / Mile	3%	$ 23,339.80	$ 4,667.96	$ 24,039.99	$ 4,808.00	$ 24,761.19	$ 4,952.24	$ 25,504.03	$ 5,100.81	$ 26,269.15	$ 5,253.83	$ 27,057.23	$ 5,411.45
1250	Other Vehicle Charges	$10,000.00	$ 2,000.00	$ 10,300.00	$ / Mile	3%	$ 10,609.00	$ 2,121.80	$ 10,927.27	$ 2,185.45	$ 11,255.09	$ 2,251.02	$ 11,592.74	$ 2,318.55	$ 11,940.52	$ 2,388.10	$ 12,298.74	$ 2,459.75
Vehicle Charges	Total 1200 (1210 - 1250)	$ 374,980.00	$ 74,996.00	$ 386,229.40			$ 397,816.28	$ 79,563.26	$ 409,750.77	$ 81,950.15	$ 422,043.29	$ 84,408.66	$ 434,704.59	$ 86,940.92	$ 447,745.73	$ 89,549.15	$ 461,178.10	$ 92,235.62
1310	Purchase of Service	$0.00	$ -	$ -	$ / Hour	3%	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
1330	Mileage Reimbursement for Public Transit Service	$0.00	$ -	$ -	Fixed	3%	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
1340	Repair and Maintenance of Other Property	$72,395.00	$ 14,479.00	$ 74,566.85	Variable	3%	$ 76,803.86	$ 15,360.77	$ 79,107.97	$ 15,821.59	$ 81,481.21	$ 16,296.24	$ 83,925.65	$ 16,785.13	$ 86,443.42	$ 17,288.68	$ 89,036.72	$ 17,807.34
1350	Leases and Rentals of Facilities or Equipment	$24,000.00	$ 4,800.00	$ 24,720.00	Variable	3%	$ 25,461.60	$ 5,092.32	$ 26,225.45	$ 5,245.09	$ 27,012.21	$ 5,402.44	$ 27,822.58	$ 5,564.52	$ 28,657.26	$ 5,731.45	$ 29,516.97	$ 5,903.39
1360	Other Operations Charges	$0.00	$ -	$ -	$ / Hour	3%	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Operation Charges	Total 1300 (1310 - 1360)	$ 96,395.00	$ 19,279.00	$ 99,286.85		3%	$ 102,265.46	$ 20,453.09	$ 105,333.42	$ 21,066.68	$ 108,493.42	$ 21,698.68	$ 111,748.22	$ 22,349.64	$ 115,100.67	$ 23,020.13	$ 118,553.69	$ 23,710.74
1410	Public Liability and Property Damage on Vehicles	$83,000.00	$ 16,600.00	$ 85,490.00	Fixed	3%	$ 88,054.70	$ 17,610.94	$ 90,696.34	$ 18,139.27	$ 93,417.23	$ 18,683.45	$ 96,219.75	$ 19,243.95	$ 99,106.34	$ 19,821.27	$ 102,079.53	$ 20,415.91
1420	Public Liability and Property Damage - Other than on Vehicles	$7,000.00	$ 1,400.00	$ 7,210.00	Fixed	3%	$ 7,426.30	$ 1,485.26	$ 7,649.09	$ 1,529.82	$ 7,878.56	$ 1,575.71	$ 8,114.92	$ 1,622.98	$ 8,358.37	$ 1,671.67	$ 8,609.12	$ 1,721.82
Operation Charges	Total 1400 (1410 - 1420)	$ 90,000.00	$ 18,000.00	$ 92,700.00			$ 95,481.00	$ 19,096.20	$ 98,345.43	$ 19,669.09	$ 101,295.79	$ 20,259.16	$ 104,334.67	$ 20,866.93	$ 107,464.71	$ 21,492.94	$ 110,688.65	$ 22,137.73
1510	Vehicle Registration and Permit Fees	$ -	$ -	$ -	Fixed	3%	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
1520	Federal Fuel and Lubricant Taxes and Excise Taxes on Tires	$ -	$ -	$ -	Fixed	3%	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
1540	Other Taxes and Fees	$ -	$ -	$ -	Fixed	3%	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Taxes and Fees	Total 1500 (1510 - 1540)	$ -	$ -	$ -			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
1594	Fuel Tax Refunds	$ -	$ -	$ -	Fixed	3%	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
1596	Insurance Reimbursement		$ -	$ -	Fixed	3%	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	TOTAL OPERATING BUDGET	$ 3,271,467.00	$ 654,293.40	$ 3,369,611.01			$ 3,470,699.34	$ 694,139.87	$ 3,574,820.32	$ 714,964.06	$ 3,682,064.93	$ 736,412.99	$ 3,792,526.88	$ 758,505.38	$ 3,906,302.68	$ 781,260.54	$ 4,023,491.76	$ 804,698.35

Appendix B Community Survey Results

Survey questions were prepared in consultation with Central Community Transit. The online survey opened on June 3, 2019 and was available through June 21, 2019. The survey was open to all individuals who live, work, or visit the Central Community Transit service area regardless of current bus usage. Individuals were asked about their knowledge of and usage of the system, and, based on the response, were directed to the appropriate set of questions. All were then asked to provide any additional comments. Responses were received from 32 individuals.

1. Have you heard about Central Community Transit?

Question was asked of all survey takers, there were 32 respondents.

- Yes – 31 (97%)
- No – 1 (3%)

2. How did you hear about Central Community Transit?

Question was asked of only those who responded *yes* in question 1; there were 31 respondents and multiple responses were allowed.

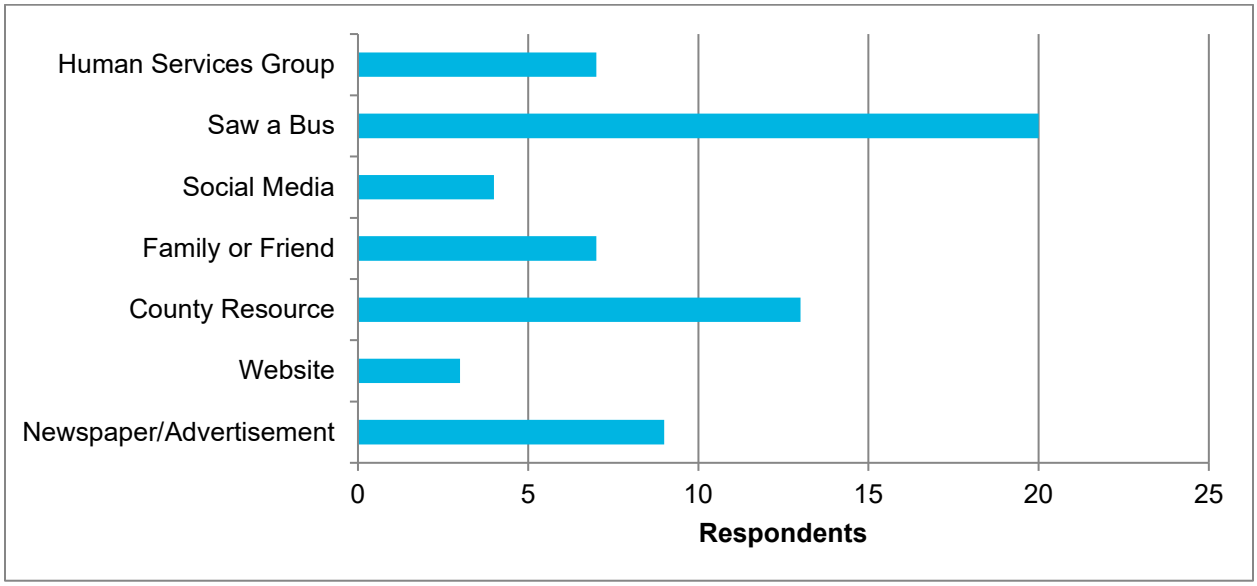


Figure 27. How Individuals Heard About Central Community Transit

3. Do you use Central Community Transit?

Question was asked of only those who responded yes in question 1; there were 31 respondents.

- Yes – 7 (23%)
- No – 24 (77%)

4. Would you use a Smartphone app to schedule rides if one were available?

Question was asked of only those who responded yes in question 1 and have used Central Community Transit; there were 7 respondents.

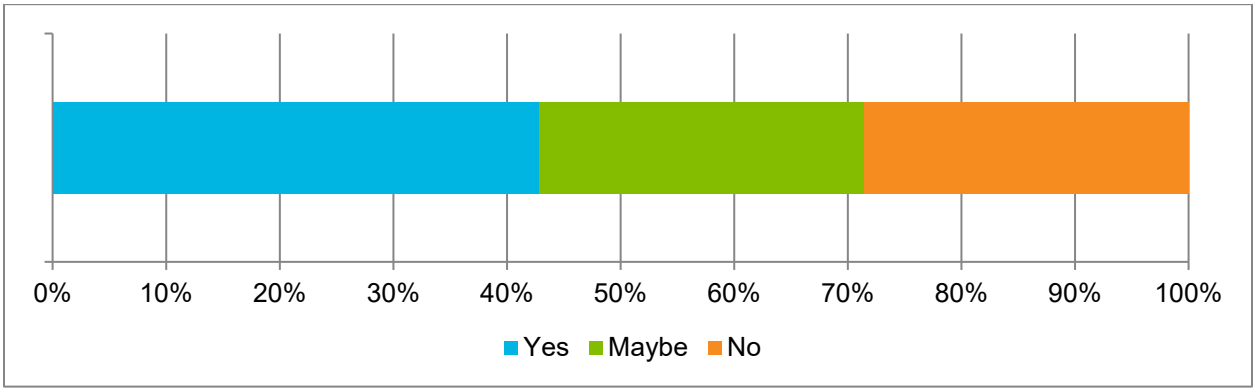


Figure 28. Smartphone App Usage to Schedule Rides

5. Which of the following services better fit your travel needs?

Question was asked of only those who responded yes in question 1 and have used Central Community Transit; there were 7 respondents.

- Call ahead door-to-door (demand response or dial-a-ride) service – 6 (86%)
- Scheduled service along a route (fixed route service) – 1 (14%)

6. Would you take trips to either of these locations if regular service were available?

Question was asked of only those who responded yes in question 1 and have used Central Community Transit; there were 7 respondents.

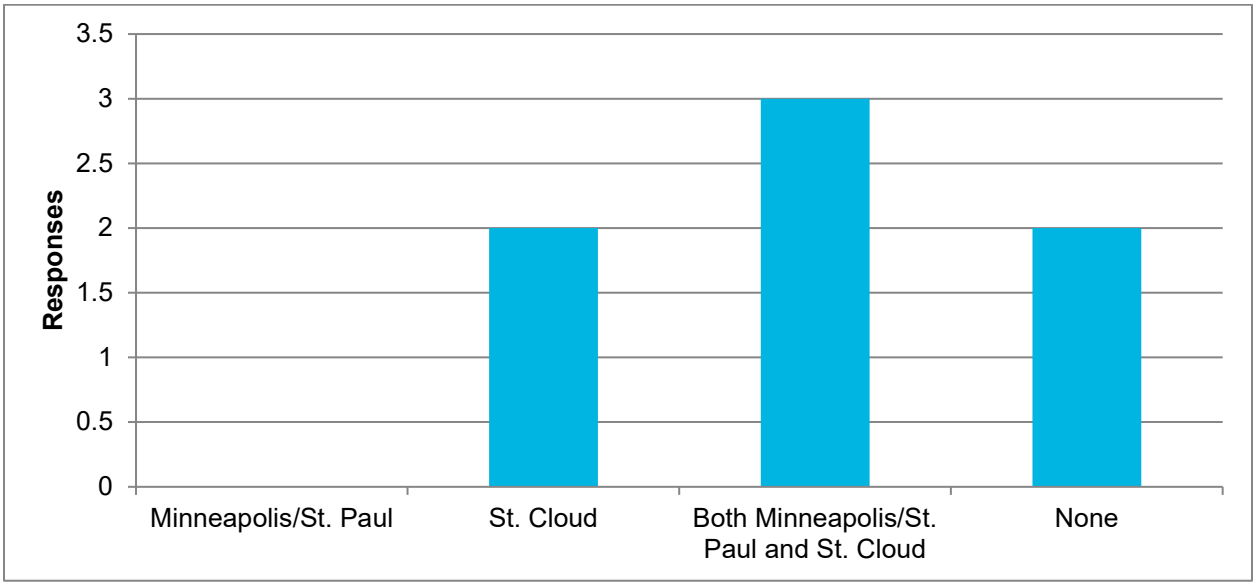


Figure 29. Use of Transit to Minneapolis/St. Paul or St. Could

For those that responded that they would go to one or both locations, the following were stated as trip purposes:

- Medical appointment
- Social visit
- Shopping
- Airport

7. Are there other locations you would you take trips to if regular service were available?

Question was asked of only those who responded yes in question 1; there were 6 respondents.

- Yes – 3 (50%)
- No – 3 (50%)

For those that responded *yes*, the following listed as destinations:

- Hutchinson and Willmar

7. Thank you for your time and participation. Do you have any suggestions for improved public transportation in Kandiyohi, Meeker, and Renville Counties?

Question was asked of all survey takers, and was open-ended. There were 5 respondents; below are the comments, verbatim:

- More routes and a direct bus route to Hutchinson from Renville County and than on to Litchfield.
- pop up reminders of scheduled ride with time and to be able to see where the vehicle is that I would be riding.
- What is in the 5 year plan is very important and appropriate.
- It is important to note that although I dont use CCT, the people that I serve through my employment use it very regularly.
- I hear all good things! Wonderful services for our communities.

Appendix C Transit Need and Demand Analysis (TCRP 161)

Transportation need/ Mobility Gap in each County	the annual number of trips (1-way) needed because no access to a vehicle.
Kandiyohi	566,400
Meeker	284,100
Renville	209,800
Total Need for service area	**1,060,300**

Demand for Public Transit (tab "3. Demand)	Demand only occurs in places where public transit service already exists.
Kandiyohi	30,700
Meeker	15,600
Renville	10,700
Total Demand for public transit in service area	**57,000**
Total Demand for public transit in service area	**91,900**

Commuters from Rural Counties to Urban Centers (MSP metro area)	Demand only occurs in places where public transit service already exists.
Kandiyohi	30,600
Meeker	43,100
Renville	7,400
Total Demand for public transit in service area	**81,100**

Target Ridership = ½ mobility gap * 90%	
2020 ridership target	257,894
2021 ridership target	288,842
2022 ridership target	323,503
2023 ridership target	362,323
2024 ridership target	405,802
2025 ridership target	477,135