FIVE-YEAR TRANSIT SYSTEM PLAN

Tri-CAP PUBLIC TRANSIT CONNECTION

SEPTEMBER 2019

ATG ALLIANCE TRANSPORTATION GROUP

wsb

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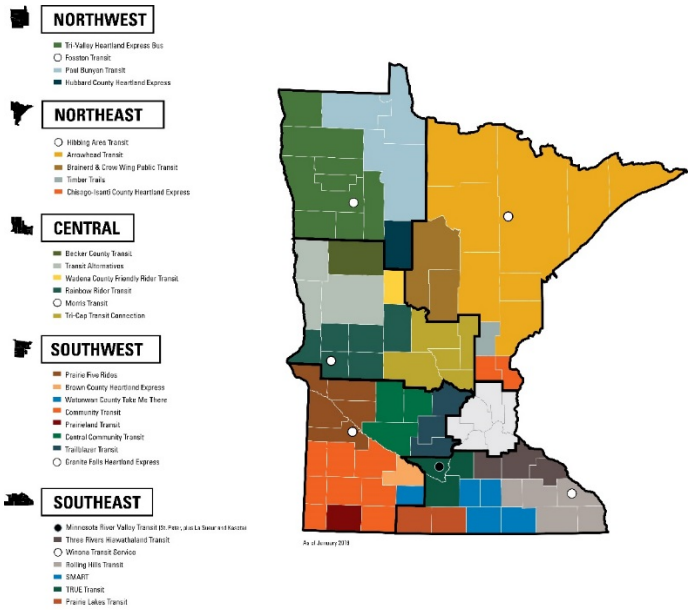
1. Executive Summary

Overview

Tri-CAP Transit Five-Year Transit System Plan (FYTSP) serves as the guiding document for the sustainability, growth and development of public transportation services within the city. The FYTSP further serves as the guiding document for Tri-CAP Public Transit Connection (Tri-CAP) for the 2020 – 2025 timeframe and is intended to guide funding, operational and strategic decision-making.

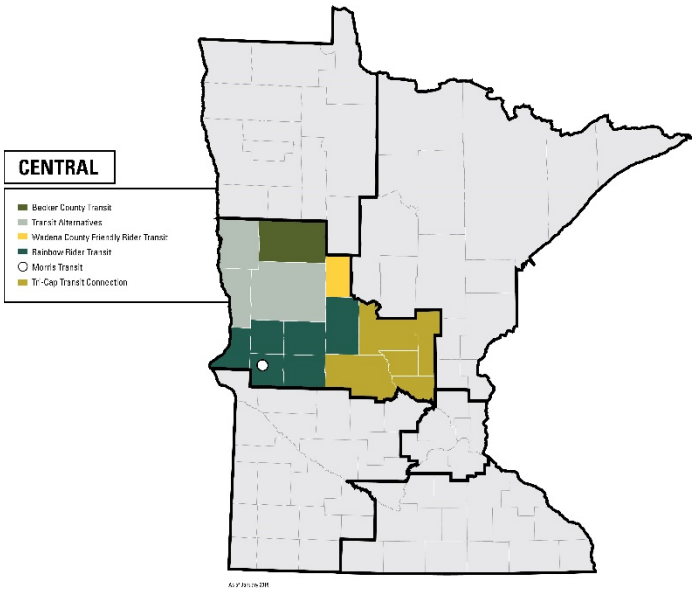
This FYTSP is part of a coordinated, concurrent statewide effort to develop FYTSP's for all 30 of the rural transit providers of Greater Minnesota, as shown in **Figure 1.1**.

Figure 1.1: Greater Minnesota Rural Transit Providers



WSB was selected by the Minnesota Department of Transportation (MnDOT) to develop the FYTSP for the six rural transit providers in the Central Region of Minnesota, as shown in **Figure 1.2**, which include Tri-CAP Transit, as well as Morris Transit, Becker County Transit, Transit Alternatives, Rainbow Rider, and Wadena County Friendly Rider.

Figure 1.2: Central Region Transit Providers



The need for individual FYTSP's for rural providers was developed from the 2017 Greater Minnesota Transit Investment Plan (GMTIP), which is MnDOT's 20-year plan for investing in rural public transit and increasing ridership. As part of the GMTIP process, the Minnesota state legislature established a legislative target of meeting 90 percent of the statewide rural transit demand by 2025, which is focusing attention on exactly how and where to expand rural transit service within Minnesota. Strategies to address the identified gaps between current services and needs, as well as opportunities to improve efficiencies in service delivery were also identified through regional Local Human Service-Public Transit Coordination Plans.

The State of Minnesota's transportation goals include:

1. To minimize fatalities and injuries for transportation users throughout the state;
2. To provide multimodal and intermodal transportation facilities and services to increase access for all persons and businesses and to ensure economic well-being and quality of life without undue burden placed on any community;
3. To provide a reasonable travel time for commuters;
4. To enhance economic development and provide for the economical, efficient, and safe movement of goods to and from markets by rail, highway, and waterway;

5. To encourage tourism by providing appropriate transportation to Minnesota facilities designed to attract tourists and to enhance the appeal, through transportation investments, of tourist destinations across the state;
6. To provide transit services to all counties in the state to meet the needs of transit users;
7. To promote accountability through systematic management of system performance and productivity through the utilization of technological advancements;
8. To maximize the long-term benefits received for each state transportation investment;
9. To provide for and prioritize funding of transportation investments that ensures that the state's transportation infrastructure is maintained in a state of good repair;
10. To ensure that the planning and implementation of all modes of transportation are consistent with the environmental and energy goals of the state;
11. To promote and increase the use of high-occupancy vehicles and low-emission vehicles;
12. To provide an air transportation system sufficient to encourage economic growth and allow all regions of the state the ability to participate in the global economy;
13. To increase use of transit as a percentage of all trips statewide by giving highest priority to the transportation modes with the greatest people-moving capacity and lowest long-term economic and environmental cost;
14. To promote and increase bicycling and walking as a percentage of all trips as energy-efficient, nonpolluting, and healthy forms of transportation;
15. To reduce greenhouse gas emissions from the state's transportation sector; and
16. To accomplish these goals with minimal impact on the environment.

In addition to articulating Tri-CAP service area needs to the state legislature, the purpose of this FYTSP is to help Tri-CAP Transit understand strengths and weaknesses, identify unmet needs and future transit service changes and develop and financial constrained and unconstrained capital and operating plan that is adequate to changing environments and opportunities.

The FYTSP planning process concentrates on local issues within the regional context by building community awareness and involvement in defining transportation needs. Desired outcomes of this process include:

- Increased community support
- More accurate budgets and definition of future needs
- Different funding scenarios to help prepare local decision-makers
- Better collaboration and coordination of public transportation services

Chapter 2 Summary – Why a FYTSP

Chapter 2 is the only chapter that is consistent across all transit providers, as it establishes the context for why all rural transit providers in Greater Minnesota need a FYTSP.

This chapter describes how the FYTSP will help rural transit systems like Tri-CAP work towards overall goals such as:

- Improve coordination of services to meet transportation needs
- Increase ridership/usage across the network
- Ensure fiscal responsibility as a transit funding agency
- Anticipate and plan for future funding levels to achieve service expansion
- Articulate and communicate a vision for the transit system and the benefits it provides to the community

Ultimately, the vision is that the FYTSP's created throughout the state will bring all stakeholders together to develop future vision that will guide that decisions made today.

Chapter 3 Summary – Agency Overview

Chapter 3 provides a snapshot of Tri-CAP as it currently operates and includes agency history, governance, decision-making process and an overview of the service area.

Tri-CAP is a transit provider operated by the non-profit organization Tri-County Action Program to provide transit service in Benton, Morrison, Sherburne, Mille Lacs and Stearns Counties. Tri-CAP also provides transit service in the cities of Albany, Holdingford, Sauk Centre, Melrose, Cold Spring, St. Joseph, Paynesville, Little Falls, Big Lake, Milaca, Princeton and Elk River. As shown in **Table 1.1**, Tri-CAP operates 26 buses and has an annual ridership of 130,000 as of 2018. Tri-

CAP Transit operates demand-response services, flexible route, contract services, and volunteer driver services.

Table 1.1: Tri-CAP Alternatives Snapshot

Types of service	Demand- response services, flexible route services, contract services, volunteer driver services
Governance	Tri-County Action Program/Transportation Advisory Committee (TAC)
Decision-Making	Tri-CAP Public Transit staff for daily operations/ TAC/Tri-CAP Board of Directors for big-picture decisions
Number of buses	26
Ridership (2018)	130,000

Chapter 3 also highlights the demographics of Tri-CAP service area to identify possible transit users. As of 2017, Tri-CAP has a service area population of 345,199. As Tri-CAP provides transit service for multiple counties, demographics is provided for each of the counties. **Table 1.2** shows that the median household income is lower in most of the counties in the service area than the state average. Sherburne County is the only county with a higher median household average. There is a similar breakdown for population below the poverty line and with a disability. Only Sherburne County has a lower percentage of population with a disability and living in poverty. Chapter 3 provides additional demographic analysis including age distribution, minority populations, and vehicle availability.

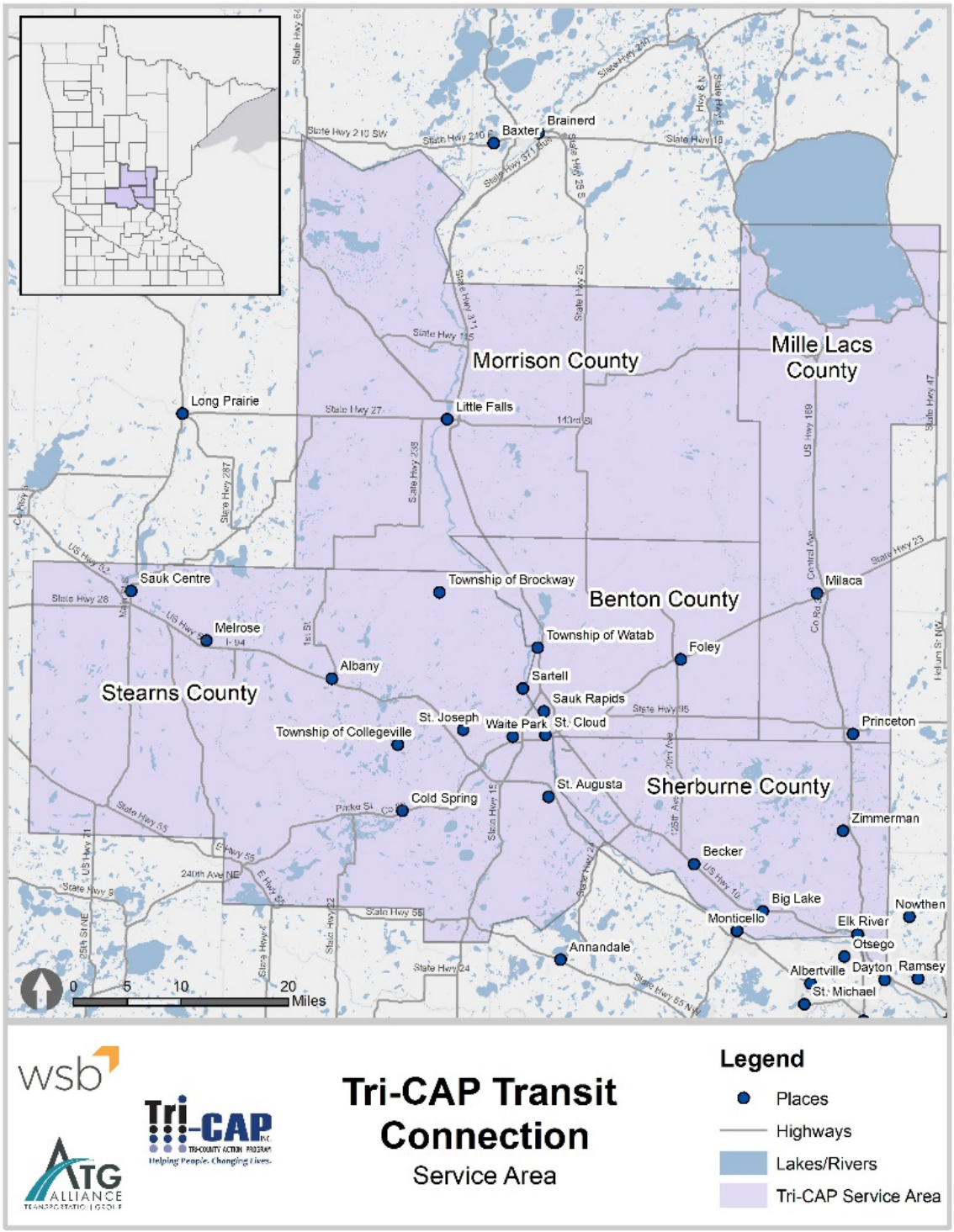
Table 1.2: Tri-CAP Service Area Demographic Summary

	Total Population	Total Population Under 18	Total Population 65 and Over	Population Below Poverty Line	Population With a Disability	Median Household Income
Benton County	39,360	9,849 (25%)	5,210 (13%)	5,550 (14%)	5,047 (13%)	$53,574
Mille Lacs County	25,635	6,250 (24%)	4,487 (18%)	2,948 (12%)	3,989 (16%)	$53,737
Morrison County	32,880	7,755 (24%)	5,923 (18%)	3,748 (11%)	3,971 (12%)	$52,855
Sherburne County	92,024	24,962 (27%)	9,482 (10%)	5,890 (6%)	7,714 (9%)	$83,895
Stearns County	155,300	35,727 (23%)	21,391 (14%)	20,344 (13%)	16,459 (11%)	$59,564
Total Service Area	345,199	84,543 (24%)	46,493 (13%)	38,480 (11%)	37,180 (10%)	-
Minnesota	5,490,726	1,286,338 (23%)	803,718 (15%)	576,526 (10%)	584,974 (11%)	$65,699

Chapter 4 Summary – Tri-CAP Transit Services

Tri-CAP provides transit service to Benton, Mille Lacs, Morrison, Sherburne, and Stearns County in Central Minnesota with St. Cloud being the major hub city in eastern Stearns County. Tri-CAP Public Transit also provides transit service in the cities of Albany, Holdingford, Sauk Centre, Melrose, Cold Spring, St. Joseph, Paynesville, Little Falls, Big Lake, Milaca, Princeton and Elk River (see **Figure 1.3** for the service area). Chapter 4 provides an overview of ridership trends, coordination efforts, and need of demand of service.

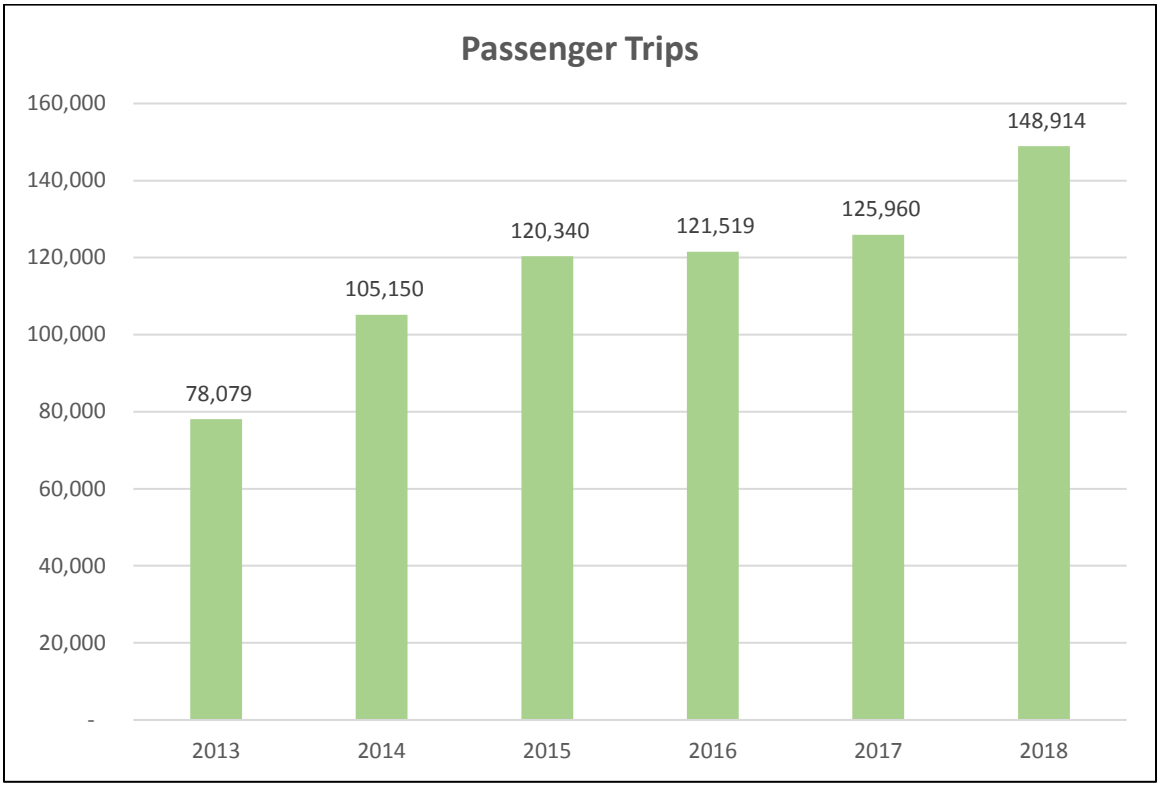
Figure 1.3: Tri-CAP Service Area



An analysis of ridership from 2013 – 2018 (**Figure 1.4**) indicates that overall:

- Overall, transit ridership increased between 2013 to 2018
- Transit ridership increased the most from 2013 (78,079) to 2015 (120,340)
- Between 2015 and 2016, ridership had the least increase in ridership from 120,340 in 2015 to 121,519 in 2016

Figure 1.4: Passenger Trips (2013-2018)



Chapter 4 includes a survey analysis distributed by the Tri-CAP. To better understand the transit needs of the county, a need and demand analysis was done to determine the mobility gap, or the number of people who likely need transit service. Tri-CAP has a mobility gap of 2,178,500 one-way passenger trips annually.

Chapter 5 Summary – Capital

Chapter 5 provides an overview of Tri-CAP capital, including fleet and technology and equipment.

Tri-CAP has 26 vehicles total: 16 are 400 medium-size light duty buses, the other 10 are class 500 larger medium-duty transit bus. All buses are equipped with

video surveillance cameras, VHF two-way radios and a basic cash collecting farebox.

Chapter 6 Summary – 2020 – 2025 Annual Needs

This chapter summarizes the transportation needs in the Tri-CAP service area and outlines the needs for 2020 – 2025. This chapter includes a bus replacement plan for the next five years and identifies needs based on constrained and unconstrained plans.

Tables 1.3 and **1.4** illustrate the constrained and unconstrained plans, respectively. The constrained plan highlights the fleet replacement plan and facility improvements. In the unconstrained plan, Tri-CAP would add implement an electronic fare collection system.

Table 1.3: Constrained Plan Items

Category	Item	Cost
Fleet	Little Falls – add one additional expansion bus (2020)	$88,000
Fleet	Elk River – need for an additional expansion AM peak and PM peak bus (2020)	$88,000
Fleet	Northern Mille Lacs County – two expansion class 400 buses (2021)	$176,000
Fleet	Fleet expansion two class 400 buses – will allow for more backup buses (2022)	$188,000
Facility	Little Falls – 6 stall vehicle storage and office/driver break facility already funded for 2020	$ 1,080,000
Facility	Waite Park – 8-10 vehicle storage bays, a maintenance bay, and a washing bay (2021)	$1,474,846-$2,256,486
Technology	N/A	N/A
Other	N/A	N/A

Table 1.4: Unconstrained Plan Items

Category	Item	Cost
Fleet	6 accessible minivans instead of Class 400 buses – one in each location and a spare (3 in 2021 and 3 in 2022)	$504,000
Facility	N/A	N/A
Technology	Electronic fare collection system	*

Other	N/A	N/A

** Due to the nature of the market for developing and maintaining these types of emerging technologies, a competitive bid process and/or a peer review of existing transit agencies with similar implemented programs may need to be completed to develop cost estimates.*

Chapter 7 Summary – System Performance

System performance is evaluated based on historical and future projections. Performance metrics were used to determine current transit performance to measure possible improvements for the future. The metrics used include on time performance, passengers per hour, cost per hour, cost per trip, denials, baseline span of service, service hours per capita, farebox recovery, and accidents. **Table 1.5** illustrates how Tri-CAP currently performs compared to criteria standards.

Table 1.5 Current Performance Indicators

Tri-CAP Public Transit Performance Indicators	DAR (Target)	FY 2017 Actual	
On-time performance - Required to define and track/month, report annually	Rural Window – 45/45 minutes. 90% on time performance	Tri-CAP does not currently track on-time performance	Required
Passengers per hour	3 pph	4.0 pph	
Cost per service hour	$60	$72.64	
Cost Per Trip	$15	$18.06	
Denials - Required to track and report, annually	Tri-CAP documented 676 denials of service in 2018. ADA requires zero denials of service.		
% of communities with Baseline Span of Service - required to track and report, annually	75%	80%	
Service Hours Per Capita	0.45	0.40	Additional
Farebox Recovery	15%	5.4%	
Accidents	Fewer than 1 recordable accident per 100,000 revenue miles	1 reportable accident per every 34,000 miles in 2018	

Chapter 8 Summary – Operations

Chapter 8 provides an operating budget scenario through 2025 to determine Tri-CAP current operation needs. The operating budget template incorporates an inflation factor and additions to future operating costs.

Tri-CAP intends to add weekday service to multiple communities, weekend service to multiple communities, and weekly service trips between communities

in the constrained operating plan. In the unconstrained operating plan, Tri-CAP would add additional intercity trips.

Chapter 9 Summary – Financial

Chapter 9 outlines a constrained and unconstrained financial plan between 2020 – 2025. The constrained plan would operate all of the current status quo service. The five-year constrained plan indicates operating costs growing to $3,691,110 by 2025. In the unconstrained plan, operating costs increase to $3,734,825 by 2025. Annual local match revenues in the constrained plan are projected to range from $719,992 in 2020 to $976,674 in 2025.

Chapter 10 Summary – Agency Strategic Direction

Chapter 10 provides the context and requirements that Tri-CAP must consider as part of this five-year planning process. As Tri-CAP considers growing transit services, it must still conform to many local, state and federal guidelines including:

- Federal Transit Administration (FTA)
- Minnesota Olmstead Plan
- Title VI of the Civil Rights Act
- Americans with Disabilities Act (ADA)
- MnDOT requirements under FTA 5311 funding

In addition to complying with these various regulations and requirements, Tri-CAP faces many challenges in implementing possible service enhancements and expansions; the largest of which is funding. Without additional local match and federal funding, Tri-CAP will not be able to grow services and increase ridership.

Chapter 11 Summary – Increasing Transit Use for Tri-CAP

In order to grow transit services and ridership for 2020 – 2025, Tri-CAP can improve marketing through an action plan.

Marketing strategies for the action plan will include an improved website and advertising and marketing the transit services provided.

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. In order 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 will be 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:

- Improve coordination of services to meet transportation needs
- Increase ridership/usage across the network
- Ensure fiscal responsibility as a transit funding agency
- Anticipate and plan for future funding levels to achieve service expansion
- Articulate and communicate 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 for the Office of Transit and Active Transportation at MnDOT, and the Minnesota Public Transit Association. A Project Advisory Committee consisting of transit directors, staff from MPOs (Metropolitan Planning Organizations) and RDO's (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 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 also is 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 funding sources to cover additional operating and capital expenses. The plans also will 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 all across Greater Minnesota. The five-year transit system plan will bring all stakeholders together to develop a future vision that will guide the decisions made today.

3. Agency Overview

When developing community five-year transit system plans (FYTSP), it is important that each community have a transit agency based on the community's history, governance structure, and ridership needs. The following sections provide a brief background of Tri-CAP Public Transit.

Agency Background

Tri-CAP Public Transit is operated by the Tri-County Action Program (Tri-CAP) a non-profit organization, based in Waite Park. Established in 1965, Tri-CAP provides transit in areas of Benton, Morrison, Sherburne, Mille Lacs and Stearns Counties. Tri-CAP Public Transit also provides transit service in the cities of Albany, Holdingford, Sauk Centre, Melrose, Cold Spring, St. Joseph, Paynesville, Little Falls, Big Lake, Milaca, Princeton and Elk River.

Mille Lacs County was the most recent county to join the Tri-CAP Public Transit service area in 2019.

Governance

Tri-CAP Public Transit is part of the Tri-CAP non-profit organization. The public transit system is managed day-to-day by a professional staff with oversight provided by a Transportation Advisory Committee (TAC). The Tri-CAP TAC provides recommendations to the Tri-CAP Board of Directors to make service, policy and organizational changes to the public transit service.

Decision-Making Process

The Tri-CAP Public Transit staff is made up of a director of transportation services, operations managers, full and part-time dispatchers and drivers that provide the day-to-day service delivery. Tri-CAP Public Transit also provides volunteer driver services within each of the counties in the transit service area. The TAC works with transit staff and meets quarterly and makes recommendations for any changes in public transit service then are passed along to the Tri-CAP Board of Directors for consideration.

The Tri-CAP board of directors make decisions for funding applications for operating and capital programs. The Executive Director has the authority for all contract agreements.

Service Area Overview

As of 2019, Tri-CAP Public Transit will serve Benton, Mille Lacs, Morrison, Sherburne, and Stearns County in Central Minnesota with St. Cloud being the major hub city in eastern Stearns County. Tri-CAP Public Transit does not serve origins and destinations within St. Cloud, Sartell, Sauk Rapids or Waite Park. Those four communities are served by the St. Cloud Metropolitan Transit Commission (Metro Bus). Tri-CAP Public Transit serves rural pockets that are brought into St. Cloud Metro Bus service area. Once riders are in the Metro Bus service area they utilize Metro Bus services.

Please note that Tri-CAP Public Transit does not serve origins and destinations within St. Cloud, Sartell, Sauk Rapids and Waite Park in the Metro Bus service area. Those four communities are serviced by the St. Cloud Metropolitan Transit Commission (Metro Bus). Tri-CAP Public Transit serves rural pockets that are brought into St. Cloud Metro Bus service area. Once riders are in the Metro Bus service area they utilize Metro Bus services.

According to the 2017 American Community Survey, Benton County has a population of 39,360 (a decrease of 0.25 percent from 2016) and a median household income of $53,574 (an increase of 3.34 percent from 2016). Roughly 14 percent of the population was living below the poverty line and approximately 13 percent of the population was living with a disability (**Table 3.1**).

Mille Lacs County has a population of 25,635 (a decrease of 0.59 percent from 2016) and a median household income of $53,737 (an increase of nearly five percent from 2016). Roughly 12 percent of the population was living below the poverty line and approximately 16 percent of the population was living with a disability (**Table 3.1**).

Morrison County has a population of 32,880 (an increase of 0.09 percent from 2016) and a median household income of $52,855 (an increase of roughly 2.72 percent from 2016). Roughly 11 percent of the population was living below the poverty line and approximately 12 percent of the population was living with a disability (**Table 3.1**).

Sherburne County has a population of 92,024 (an increase of nearly one percent from 2016) and a median household income of $83,895 (an increase of 7.45 percent from 2016). Roughly six percent of the population was living below the

poverty line and approximately nine percent of the population was living with a disability (**Table 3.1**).

Stearns County has a population of 155,300 (an increase of roughly one percent from 2016) and a median household income of $59,564 (an increase of 4.54 percent from 2016). Roughly 13 percent of the population was living below the poverty line and approximately 11 percent of the population was living with a disability (**Table 3.1**).

Table 3.1: Service Area Demographic Summary

	Total Population	Total Population Under 18	Total Population 65 and Over	Population Below Poverty Line	Population With a Disability	Median Household Income
Benton County	39,360	9,849 (25%)	5,210 (13%)	5,550 (14%)	5,047 (13%)	$53,574
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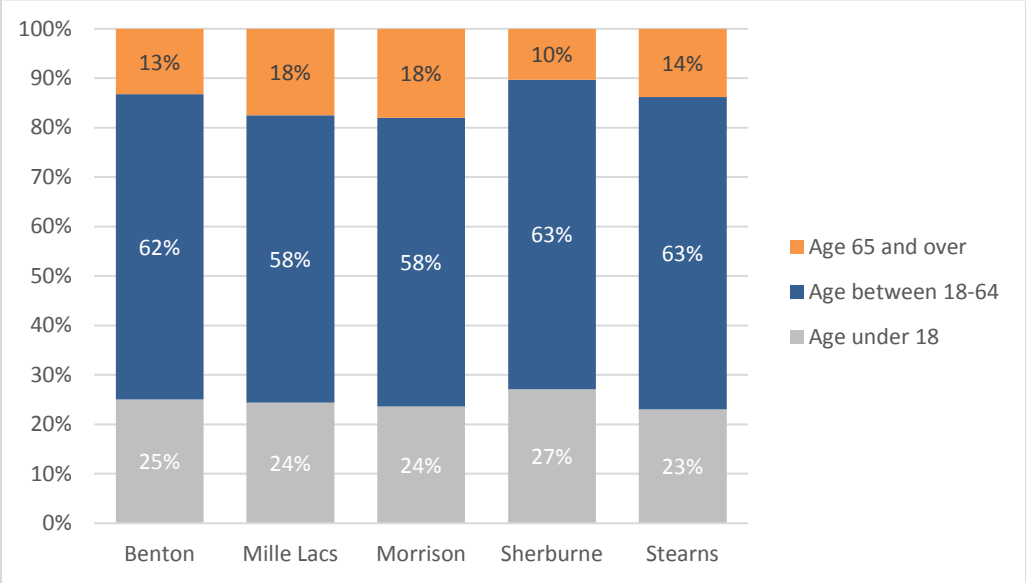
Total Service Area	345,199	84,543 (24%)	46,493 (13%)	38,480 (11%)	37,180 (10%)	-
Minnesota	5,490,726	1,286,338 (23%)	803,718 (15%)	576,526 (10%)	584,974 (11%)	$65,699

Source: 2017 American Community Survey

Table 3.1 and **Figure 3.1** provide information on the age distribution of the population in each of the service area counties. The distributions are relatively consistent across the five counties, with the under 18 population ranging from 23 percent to 27 percent, 18-64 population ranging from 58 percent to 63 percent, and the 65 and over population ranging from ten percent to 18 percent. Sherburne County has the largest share of population under age 18, and Morrison County has the largest share of population age 65 and over. Median age is also similar across the service area: Morrison County (41.7), Mille Lacs

County (40.1), Sherburne County (35.9), Benton County (35.6), Stearns County (34.1).

Figure 3.1: Service Area Population Age by County



Source: 2017 American Community Survey

As shown in **Table 3.2**, the largest racial/ethnic groups in the overall service area are White (90 percent) followed by Black or African American (three percent) and Hispanic or Latino (three percent). White alone is the largest group across all five counties, and either Hispanic or Latino or Black or African American is the second largest across all counties except for Mille Lacs, where American Indian and Alaska Native alone is the second largest group (five percent) followed by Two or more races (three percent).

A non-English language is spoken at the following rates in each of the service area counties: Stearns County (8.1 percent), Sherburne County (4.8 percent), Benton County (3.4 percent), Morrison County (2.9 percent), Mille Lacs County (2.8 percent).

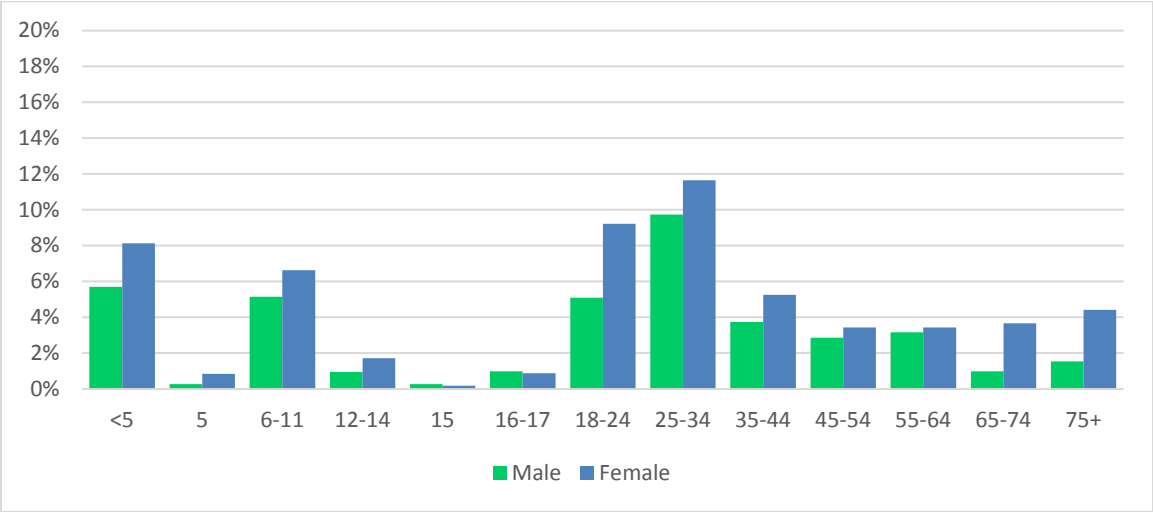
Table 3.2: Service Area Race and Hispanic or Latino Origin

	Benton		Mille Lacs		Morrison		Sherburne		Stearns		Total	
	Count	Pct.	Count	Pct.	Count	Pct.	Count	Pct.	Count	Pct.	Count	Pct.
White alone	36,008	91%	22,893	89%	31,542	96%	84,546	92%	136,413	88%	311,402	90%
Black or African American alone	1,104	3%	95	<1%	202	1%	2,077	2%	7,834	5%	11,312	3%
Hispanic or Latino (of any race)	852	2%	574	2%	518	2%	2,297	2%	4,951	3%	9,192	3%
Two or more races	833	2%	693	3%	321	1%	1,501	2%	2,169	1%	5,517	2%
Asian alone	425	1%	144	1%	166	1%	1,053	1%	3,332	2%	5,120	1%
American Indian and Alaska Native alone	135	<1%	1,223	5%	78	<1%	374	<1%	449	<1%	2,259	1%
Some other race alone	3	<1%	13	<1%	53	<1%	165	<1%	128	<1%	362	<1%
Native Hawaiian and Other Pacific Islander alone	0	0%	0	0%	0	0%	11	<1%	24	<1%	35	<1%

Source: 2017 American Community Survey

Figure 3.2 shows the distribution of the population below the poverty line by age and sex in Benton County. The groups with the largest shares are females 25-34, males 25-34, and females 18-24.

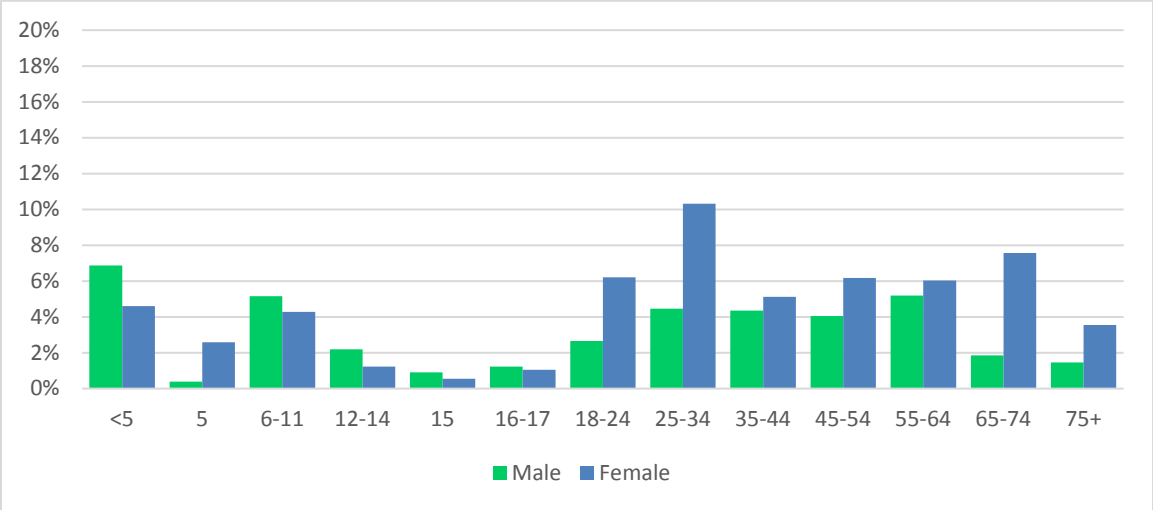
Figure 3.2: Benton County Poverty by Age and Sex



Source: 2017 American Community Survey

Figure 3.3 shows the distribution of the population below the poverty line by age and sex in Mille Lacs County. The groups with the largest shares are females 25-34, females 65-74, and males under five.

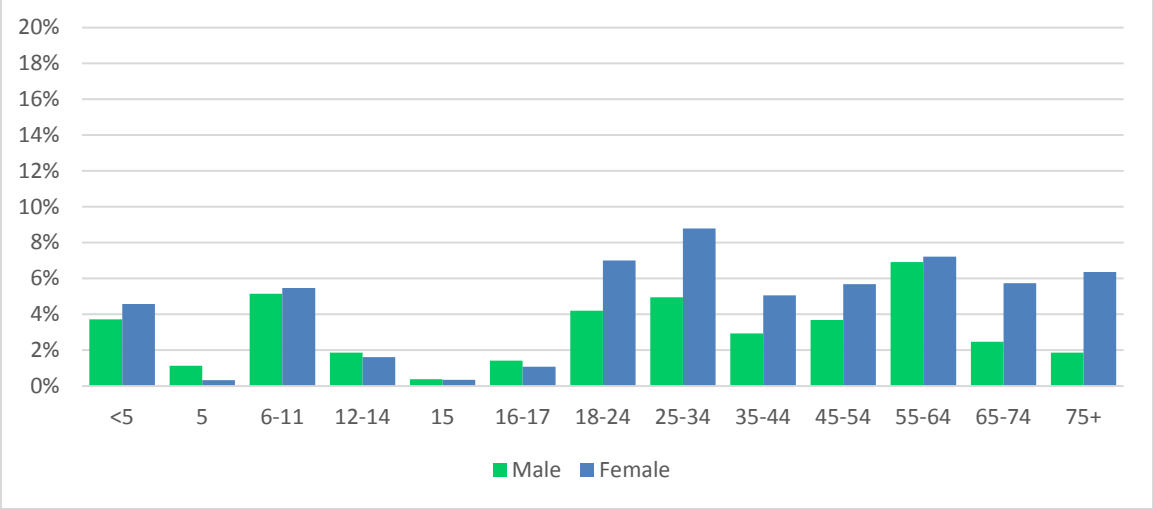
Figure 3.3: Mille Lacs County Poverty by Age and Sex



Source: 2017 American Community Survey

Figure 3.4 shows the distribution of the population below the poverty line by age and sex in Morrison County. Three age groups make up the largest shares: females 25-34, females 55-64, and females 18-24.

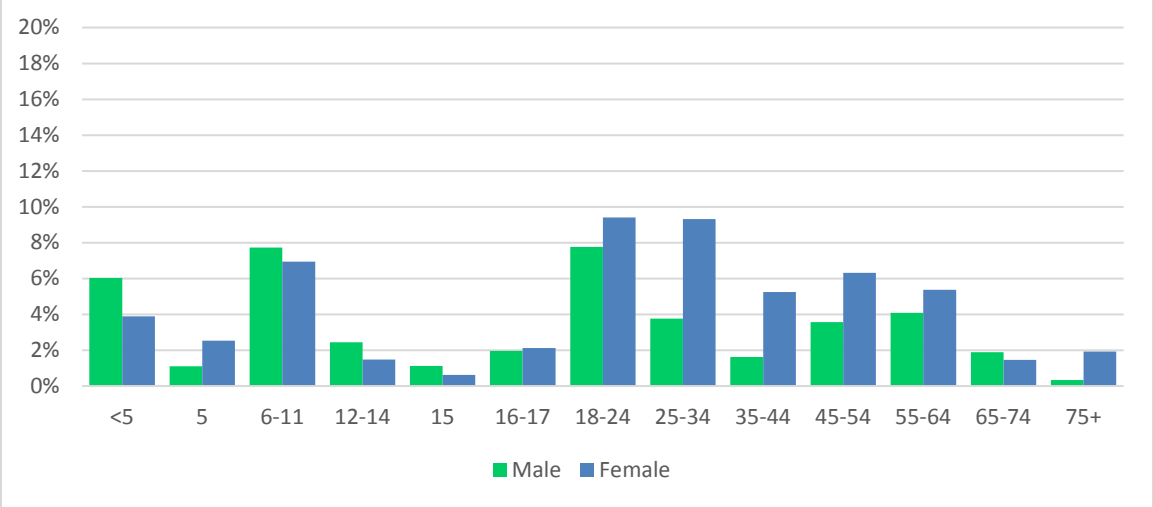
Figure 3.4: Morrison County Poverty by Age and Sex



Source: 2017 American Community Survey

Figure 3.5 shows the distribution of the population below the poverty line by age and sex in Sherburne County. The largest groups are females 18-24, females 25-34, males 18-24, and males 6-11.

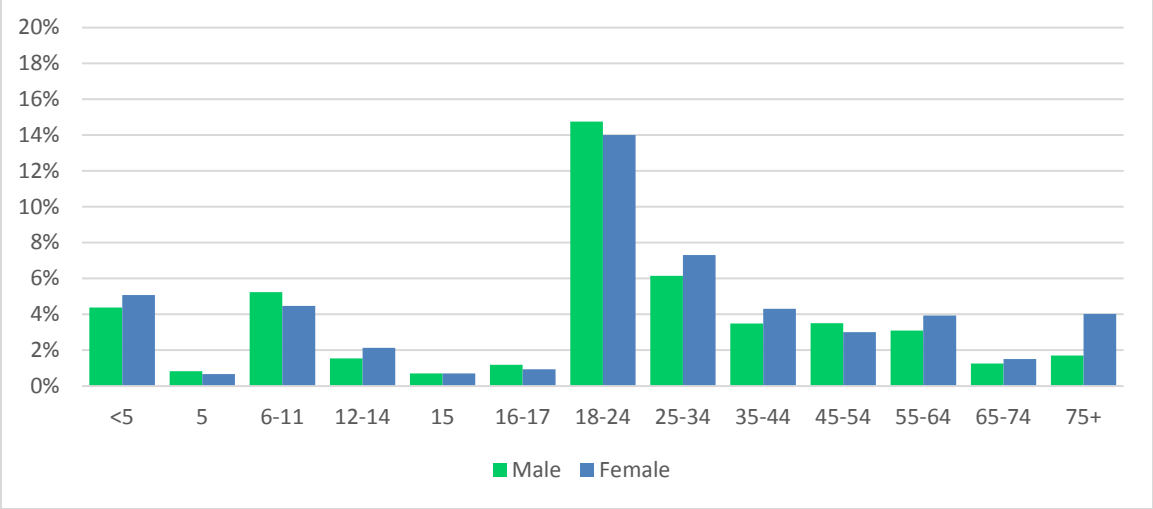
Figure 3.5: Sherburne County Poverty by Age and Sex



Source: 2017 American Community Survey

Figure 3.6 shows the distribution of the population below the poverty line by age and sex in Stearns County. The groups with the largest shares include males and females 18-24 and 25-34.

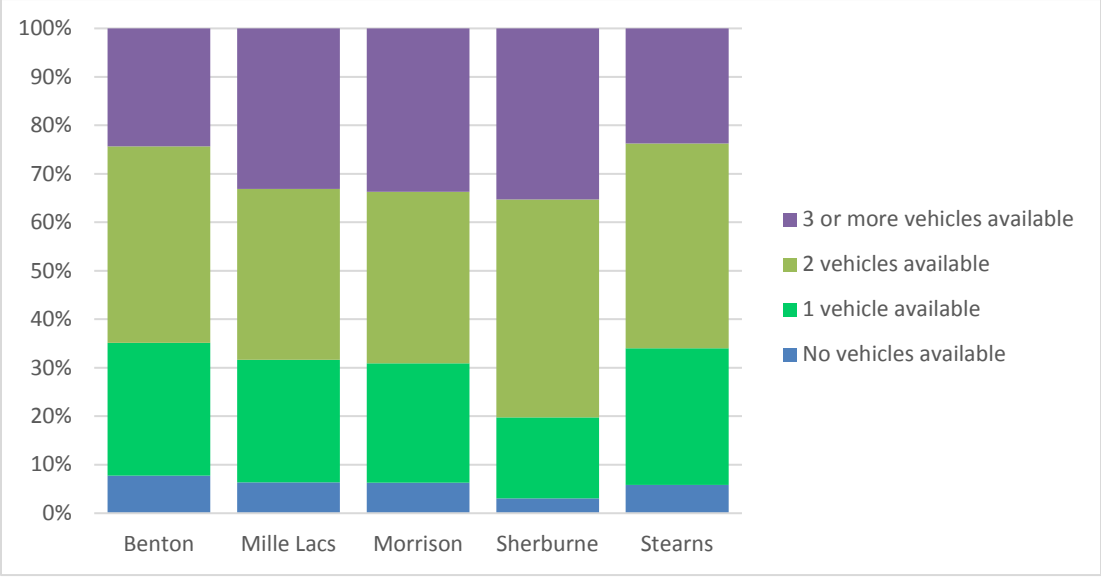
Figure 3.6: Stearns County Poverty by Age and Sex



Source: 2017 American Community Survey

Public transit can increase access to employment, school, medical, shopping and other destinations for people of low incomes. People with lower socioeconomic status are less likely to have access to a private automobile. The percentage of households in the service area with access to only one motor vehicle or no motor vehicles ranges from 20 percent in Sherburne County to 35 percent in Benton County (**Figure 3.7**).

Figure 3.7: Service Area Vehicle Availability by County



Source: 2017 American Community Survey

Limited motor vehicle access can encourage public transit ridership. However, around one percent or less of residents in each of the service area counties utilize public transit to commute to work, compared to four percent for the state as a whole. **Table 3.3** gives the commute to work mode share for each of the service area counties. Most residents commute to work by driving alone at rates roughly similar to the overall statewide mode share. Residents in service area counties also carpool, walk to work, and work at home at levels similar to the statewide rate.

The average commute time is 31 minutes for Sherburne County, 29 minutes for Mille Lacs County, 25 minutes for Morrison County, 22 minutes for Benton County, and 19 minutes for Stearns County.

Table 3.3: Service Area Mode Share

Mode	Benton	Mille Lacs	Morrison	Sherburne	Stearns	Minnesota
Drove Alone	83%	79%	80%	84%	80%	78%
Carpooled	8%	11%	9%	8%	8%	9%
Public Transportation	1%	1%	1%	1%	1%	4%
Walked	2%	3%	3%	1%	5%	3%
Other	2%	2%	2%	1%	1%	2%
Worked at Home	4%	5%	6%	5%	6%	6%

Source: 2017 American Community Survey

Table 3.4 provides the top locations of primary employment for residents of the service area counties. Benton County and Stearns County share St. Cloud as a top employment center that captures around 40 percent of workers in each county. Little Falls is the top destination for Morrison County at 27 percent, followed by St. Cloud at 11 percent, then a series of destinations with smaller shares. Mille Lacs and Sherburne Counties have less distinctive top locations and more even distributions among their top ten.

Table 3.4: Service Area Resident Primary Job Location

Benton County			Mille Lacs County		
Location	**Count**	**Pct.**	**Location**	**Count**	**Pct.**
St. Cloud city, MN	7,620	40%	Princeton city, MN	1,331	12%
Sauk Rapids city, MN	1,584	8%	Milaca city, MN	969	9%
Sartell city, MN	1,099	6%	St. Cloud city, MN	537	5%
Foley city, MN	939	5%	Vineland CDP, MN	430	4%
Waite Park city, MN	800	4%	Elk River city, MN	429	4%
Minneapolis city, MN	311	2%	Onamia city, MN	359	3%
Rice city, MN	284	2%	Cambridge city, MN	229	2%
St. Joseph city, MN	205	1%	Anoka city, MN	206	2%
Little Falls city, MN	176	1%	Isle city, MN	202	2%
St. Paul city, MN	142	1%	Minneapolis city, MN	190	2%
All Other Locations	5,881	31%	All Other Locations	5,817	54%
Morrison County			**Sherburne County**		
Location	**Count**	**Pct.**	**Location**	**Count**	**Pct.**
Little Falls city, MN	3,806	27%	Elk River city, MN	4,446	10%
St. Cloud city, MN	1,529	11%	St. Cloud city, MN	3,776	8%
Pierz city, MN	656	5%	Minneapolis city, MN	2,952	7%
Brainerd city, MN	481	3%	Monticello city, MN	1,525	3%
Baxter city, MN	255	2%	Rogers city, MN	1,445	3%
Royalton city, MN	235	2%	Maple Grove city, MN	1,437	3%
Sartell city, MN	234	2%	Plymouth city, MN	1,410	3%
Rice city, MN	210	2%	Princeton city, MN	1,181	3%
Motley city, MN	181	1%	Big Lake city, MN	1,133	3%
Waite Park city, MN	180	1%	Anoka city, MN	1,116	3%
All Other Locations	6,430	45%	All Other Locations	24,602	55%

Stearns County		
Location	**Count**	**Pct.**
St. Cloud city, MN	25,463	37%
Waite Park city, MN	3,665	5%
Sartell city, MN	3,385	5%
Cold Spring city, MN	2,014	3%
Sauk Rapids city, MN	1,936	3%
Melrose city, MN	1,828	3%
Sauk Centre city, MN	1,607	2%
St. Joseph city, MN	1,243	2%
Minneapolis city, MN	1,192	2%
Paynesville city, MN	1,129	2%
All Other Locations	25,961	37%

Source: U.S. Census LEHD (2015)

Benton County's economy employs 20,500 people. The largest industries are Health Care & Social Assistance (3,538 people), Manufacturing (2,862 people), and Retail Trade (2,700 people), and the highest paying industries are Mining, Quarrying, & Oil & Gas Extraction ($103,125), Utilities ($85,417), and Management of Companies & Enterprises ($55,313).

Mille Lacs County's economy employs 12,100 people. The largest industries are Health Care & Social Assistance (2,039 people), Manufacturing (1,900 people), and Construction (1,377 people), and the highest paying industries are Utilities ($59,167), Professional, Scientific, & Technical Services ($49,583), and Public Administration ($48,500).

Morrison County's economy employs 16,500 people. The largest industries are Health Care & Social Assistance (2,825 people), Manufacturing (2,378 people), and Retail Trade (1,820 people), and the highest paying industries are Utilities ($82,500), Mining, Quarrying, & Oil & Gas Extraction ($67,679), and Public Administration ($50,348).

Sherburne County's economy employs 49,700 people. The largest industries are Manufacturing (7,547 people), Health Care & Social Assistance (7,240 people), and Retail Trade (6,366 people), and the highest paying industries are Utilities ($79,625), Mining, Quarrying, & Oil & Gas Extraction ($70,833), and Management of Companies & Enterprises ($64,554).

Stearns County's economy employs 85,600 people. The largest industries are Health Care & Social Assistance (13,690 people), Manufacturing (12,132 people), and Retail Trade (11,693 people), and the highest paying industries are Management of Companies & Enterprises ($77,794), Utilities ($63,636), and Mining, Quarrying, & Oil & Gas Extraction ($61,250).

On a regional and city level, Economic Health Indexes and Transit Dependency Indexes (**Figure 3.8** and **Figure 3.9**) are used to determine the likelihood of a community benefiting from public transit. Both indexes have categories that range from "very low" to "very high.

Mille Lacs County has the lowest levels of economic health (**Figure 3.8**). Over half of Mille Lacs County has either "low" or "very low" economic health, with most of the remaining county showing "high" economic health. Both Stearns and Morrison Counties have large pockets of "low" economic health. Sherburne County has the highest levels of economic health, split evenly between "high" and "very high."

Transit dependency varies greatly within the service area counties (**Figure 3.9**). There are pockets of "very high" transit dependency in Stearns County cities, including St. Cloud, Waite Park, and Cold Spring. Morrison County has a large population of "very high" transit dependent residents near Darling and Pike Creek Township. Overall, the five counties have large areas of "very low" transit dependency. The northern portion of Mille Lacs County is notable for having a mix of "high" and "moderate" transit dependency as well as "very low" economic health.

Figure 3.8: Economic Health Index

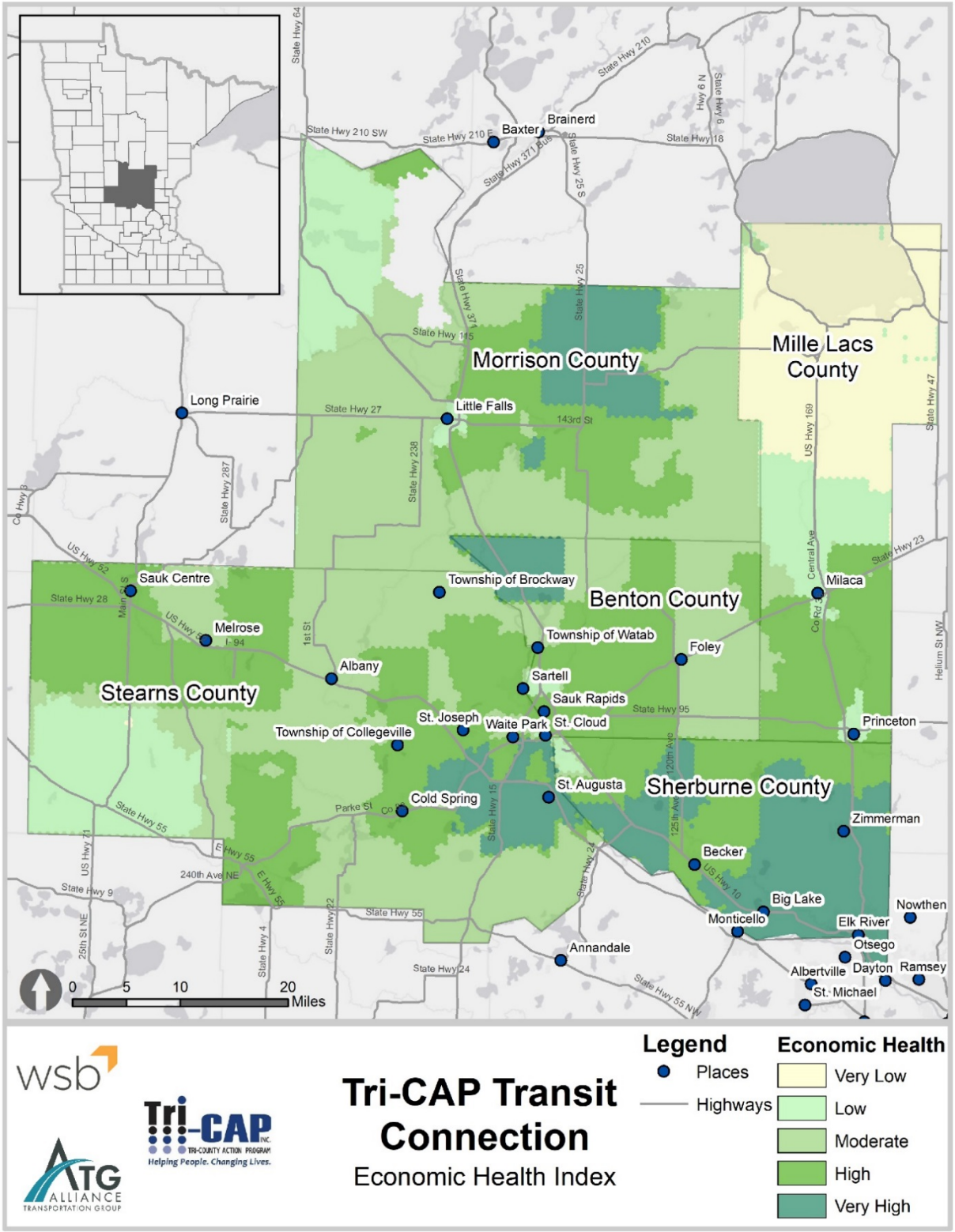
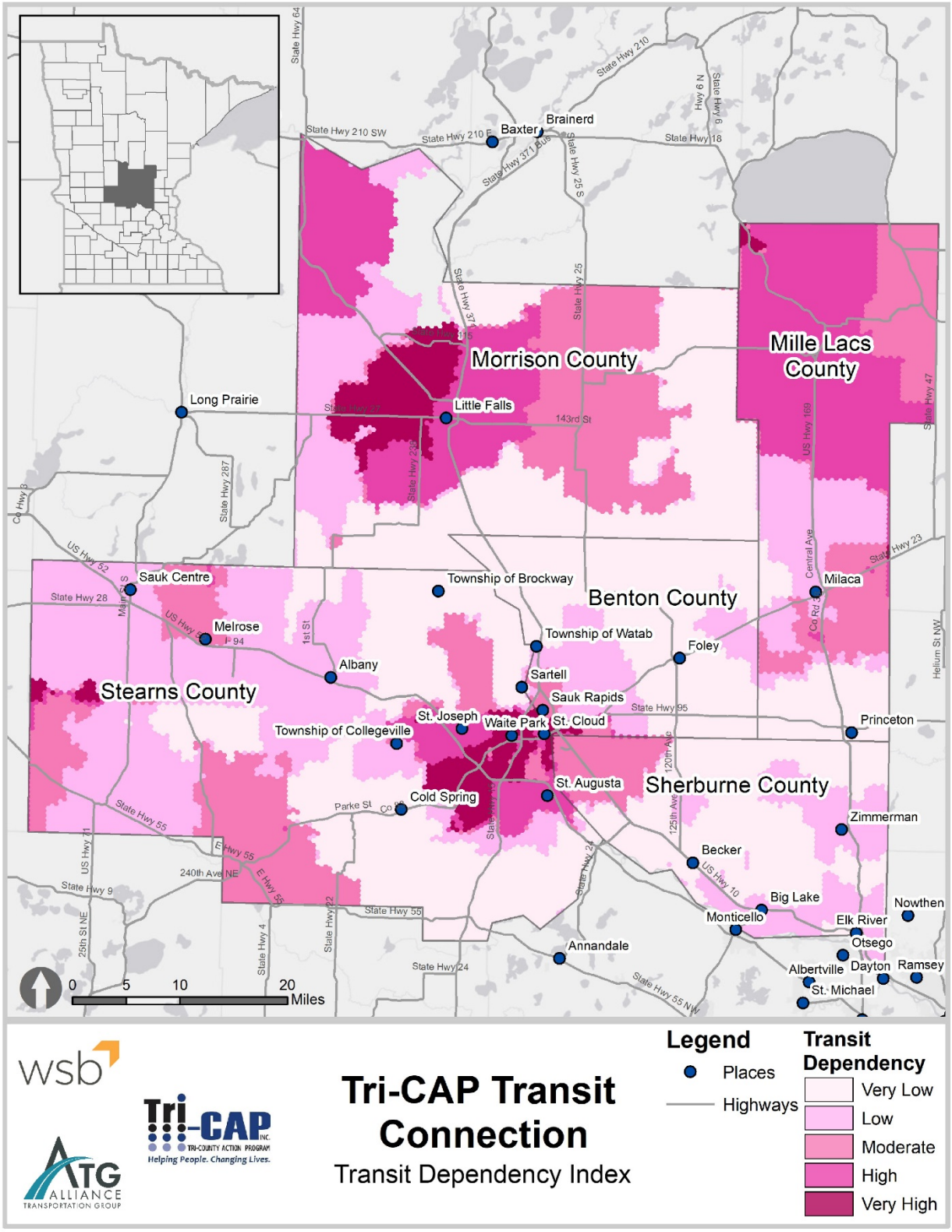


Figure 3.9: Transit Dependency Index



Community Engagement

Tri-CAP Public Transit held five community stakeholder meetings, one in each county where Tri-CAP provides transit services – Mille Lacs on October 9, 2018, Benton on October 23, 2018, Morrison on October 23, 2018, Sherburne on October25, 2018 and Stearns on October 24, 2018. Tri-CAP staff distributed the stakeholder meeting invitations through each meeting host site staff and through direct invitation throughout each community.

At each meeting location, attendees were given a brief overview of the five-year system plan process and in the open discussion portion of the meeting talked about stakeholder services, how they utilize transit services, community transportation unmet needs and how future transit services can benefit the community. Community stakeholder meeting attendance varied by location. At the Benton, Morrison and Stearns county locations no one attend the meetings.

The Mille Lacs County meeting held in Milaca City Hall was an open house format and had five people attend where the following topics of conversation and comment were discussed.

- Mille Lacs Health Systems transportation needs
- Example of the patient who lives three blocks from the clinic cannot get a ride home after an appointment
- Need for transit services in northern Mille Lacs county
- Tri group establishing a volunteer driver program to serve travel needs for transit dependent county residents in northern Mille Lacs county
- Service from Elk River to northern Mille Lacs county along the highway 169 corridor

The Sherburne County meeting held in Elk River was an open house format and had one person attend who indicted that they use the Tri-CAP bus every day for transportation to work in Elk River.

On October 9, 2018 Tri-CAP transit staff met with staff members of the Mille Lacs Band of Ojibwe at the Mille Lacs Band Government Center in Onamia. Discussion items included the upcoming change in Mille Lacs County public transit being provided by Tri-CAP starting January 2019, and overview of the five-year transit system plan process and talking points for tribal transportation needs and any collaboration opportunities as Tri-CAP begins serving Milles Lacs County.

Items discussed in the meeting included the following:

- Employment rides – Casino and other locations
- Medical rides
- Transportation to court dates
- Veteran service rides
- Social service rides
- Human services
- Shopping trips – food desert in Onamia with no grocery store
- Destination trips to Brainerd, St. Cloud and Twin Cities
- New Medical Clinic and Community Center under construction

On December 11, 2018, Tri-CAP also participated in a regional transit meeting held for the six rural transit providers in the Central Region of Minnesota. Along with Tri-CAP, Transit Alternatives, Wadena County Friendly Rider, and Rainbow Rider attended the meeting. The meeting was hosted to facilitate discussions between the transit agencies for future coordination opportunities.

4. Tri-CAP Public Transit Services

Introduction

Tri-CAP Public Transit provides various types of transit service, including demand-response, flexible route, and contract services as well as coordinates volunteer driver transportation services. Most of the annual riders utilize demand-response transit service (68 percent), while two percent of Tri-CAP Public Transit riders rely on flexible route service. Their service area is shown in **Figure 4.1**.

Tri-CAP Public Transit service hours vary by county and community. Services are operated generally during the following times:

Benton County

- Monday through Friday: 7AM – 4PM
    - Service within 15-mile radius of Tri-CAP facilities in Waite Park
- City of Foley (from St. Cloud)
    - Thursdays Deviated Route
        - Departures St. Cloud 9:15AM - Arrival Foley 10AM
        - Depart Foley 12PM – Arrivals St. Cloud 12:20PM

Morrison County

- Monday through Friday: 8AM – 4PM
    - Service in Morrison County within ten miles of Morrison County Government Center
- City of Little Falls
    - Monday through Friday: 6AM – 6PM
    - Saturday: 8AM – 5PM
    - Mondays to St. Cloud (second and fourth Mondays)
        - Departure Little Falls 8:15AM – 8:40AM – Arrival St. Cloud 9:30AM
        - Departure St. Cloud 2:45PM – Arrival Little Falls 4PM
    - Tuesdays to Royalton
        - Depart Little Falls 12:30PM – Arrival Royalton 1PM
        - Depart Royalton 3:45PM – Arrival Little Falls 4:15PM

Sherburne County

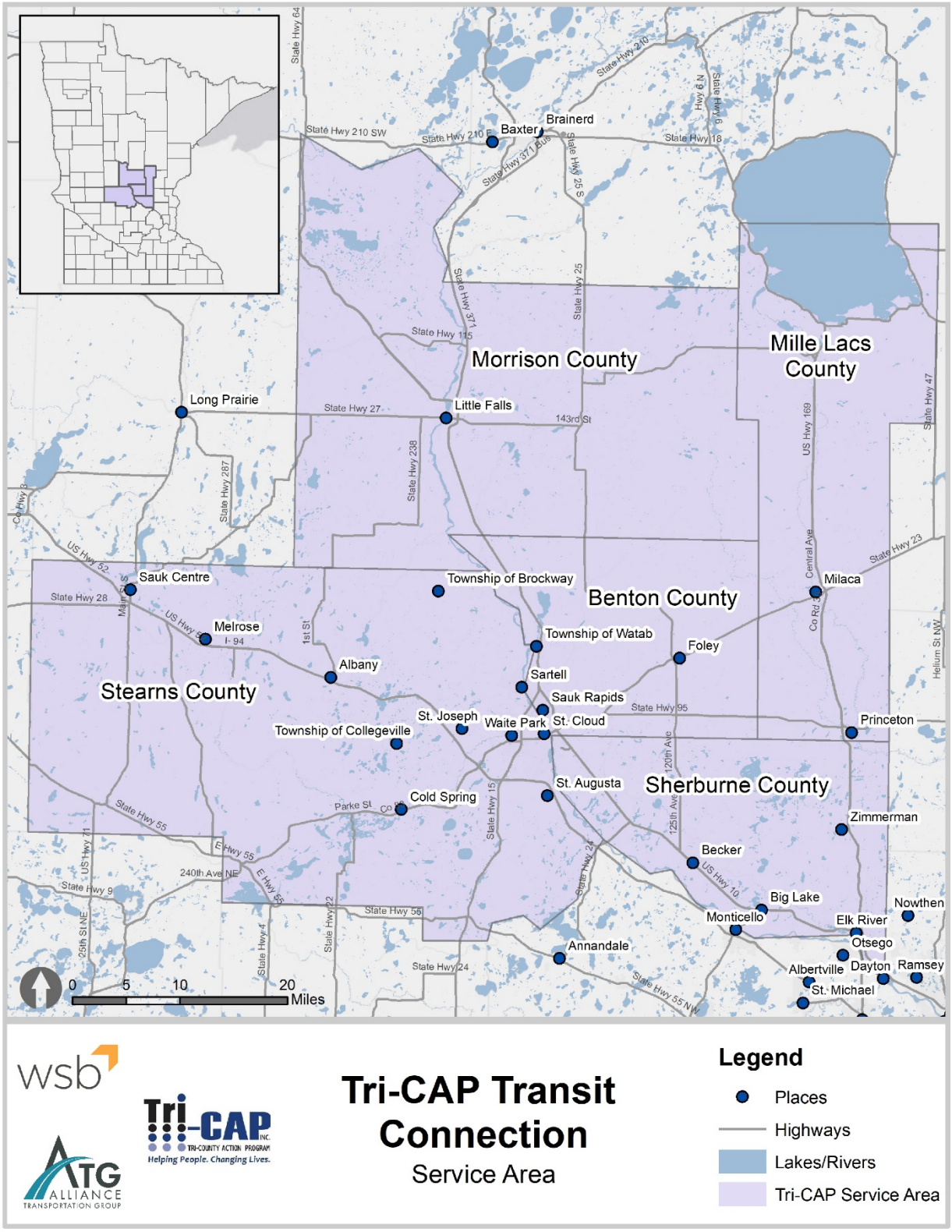
- City of Big Lake
    - Monday through Friday: 9:30AM – 2:15PM
- City of Elk River
    - Monday through Friday: 6AM – 6PM
- St. Cloud to Elk River
    - Monday through Friday
        - Departure St. Cloud 7:30AM – Arrival Elk River 9:45AM
        - Departure Elk River 2:15PM – Arrival St. Cloud 3:45PM
- Becker to Monticello
    - Monday-Friday
        - On-Demand Service
        - Departure Becker 9:20AM – Arrival Monticello 10AM
        - Departure Monticello 11:15AM – Arrival Becker 11:50AM
- Princeton/Zimmerman to Elk River
    - Monday through Friday
        - Departure Princeton 7:45AM/Zimmerman 8:30AM – Arrival Elk River 9:45AM
        - Departure Elk River 2PM – Arrival Zimmerman 3:30PM/Princeton 4PM
- Becker to Elk River
    - Tuesdays (second and fourth Tuesday of month)
        - Departure Becker 9:25AM – Arrival Elk River 10AM
        - Departure Elk River 11:15AM or 1PM – Arrival Becker 11:50AM or 1:35PM
- Elk River to St. Cloud
    - Thursdays (first and third Thursday of month)
        - Departure Elk River 9:15AM – Arrival St. Cloud (Crossroads Center) 10:15AM
        - Departure St. Cloud (Crossroads Center) 1PM – Arrival Elk River 2PM

- Zimmerman to Elk River
    - Thursdays (second Wednesday of month)
        - Departure Zimmerman 9:30AM – Arrival Elk River 10AM
        - Departure Elk River 11:30PM or 1PM – Arrival Zimmerman 1:20PM

Stearns County

- Monday through Friday: 7AM - 4PM
    - Service in Stearns County within 15-mile radius of Tri-CAP facility in Waite Park
- Sauk Centre
    - Monday through Friday: 6AM – 6PM
    - Saturday: 8AM – 5PM
- Melrose
    - Monday through Friday: 7:30AM – 3:45PM
- Albany
    - Tuesday: 9:30AM – 1PM
- Paynesville
    - Tuesday: 9:30AM – 12:30PM
- Sauk Centre to Alexandria
    - Mondays (first Monday of month)
        - Departure Sauk Centre 8AM – Arrival Alexandria 9AM
        - Departure Alexandria 3PM – Arrival Sauk Centre 4:15PM
- Sauk Centre to St. Cloud
    - Thursdays
        - Departure Sauk Centre 7:55AM – Arrival St. Cloud 9:20AM
        - Departure St. Cloud 2PM – Arrival Sauk Centre 3:40PM
- Holdingford to Albany (soon to be discontinued)
    - Tuesdays
        - Departures Holdingford 1PM and 2:45PM
        - Departures Albany 2:30PM and 5:15PM

Figure 4.1: Service Area



Ridership

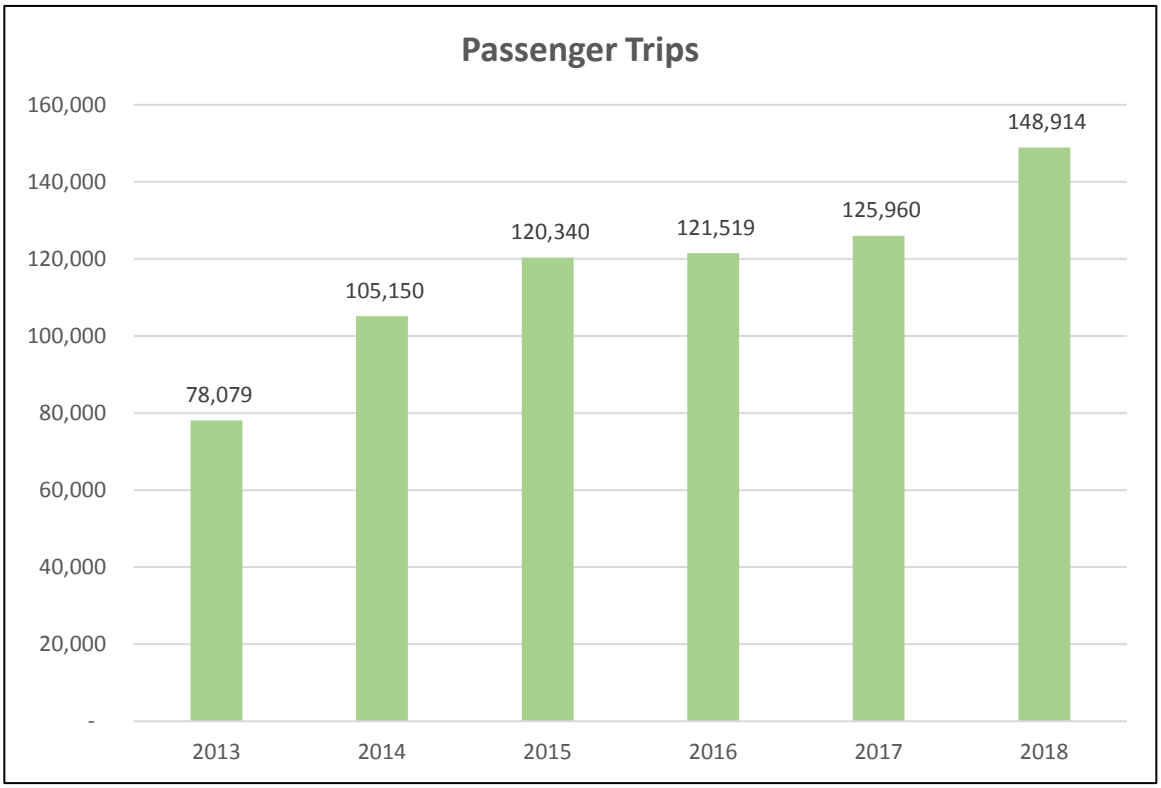
Ridership is one of the crucial indicators of a transit system's ability to provide adequate service and meet the needs of a community. Monitoring ridership, especially through trends over time, can reveal whether there are aspects of the transit service that should be evaluated for potential updates and improvements.

Ridership Trends

Since 2013, annual ridership has been growing for Tri-CAP Public Transit. From 2013 to 2018, annual ridership increased from 78,079 to 148,914, a 91 percent increase and average of 14 percent per year.

Public transit ridership can vary monthly. Since 2015, the highest monthly ridership for Tri-CAP Public Transit has been in March. The lower volumes of transit ridership are in the summer months, typically in July. **Figure 4.2** shows recent ridership trends.

Figure 4.2: Passenger Trips (2013-2018)



Both revenue hours and revenue miles have steadily increased for Tri-CAP Public Transit from 2013 to 2018. Both revenue hours and revenue miles experienced a steep increase from 2013 to 2015, but the increase from 2015 to 2018 was much more gradual. **Figure 4.3** and **Figure 4.4** illustrate recent changes in revenue hours and revenue miles.

Figure 4.3: Revenue Hours (2013-2018)

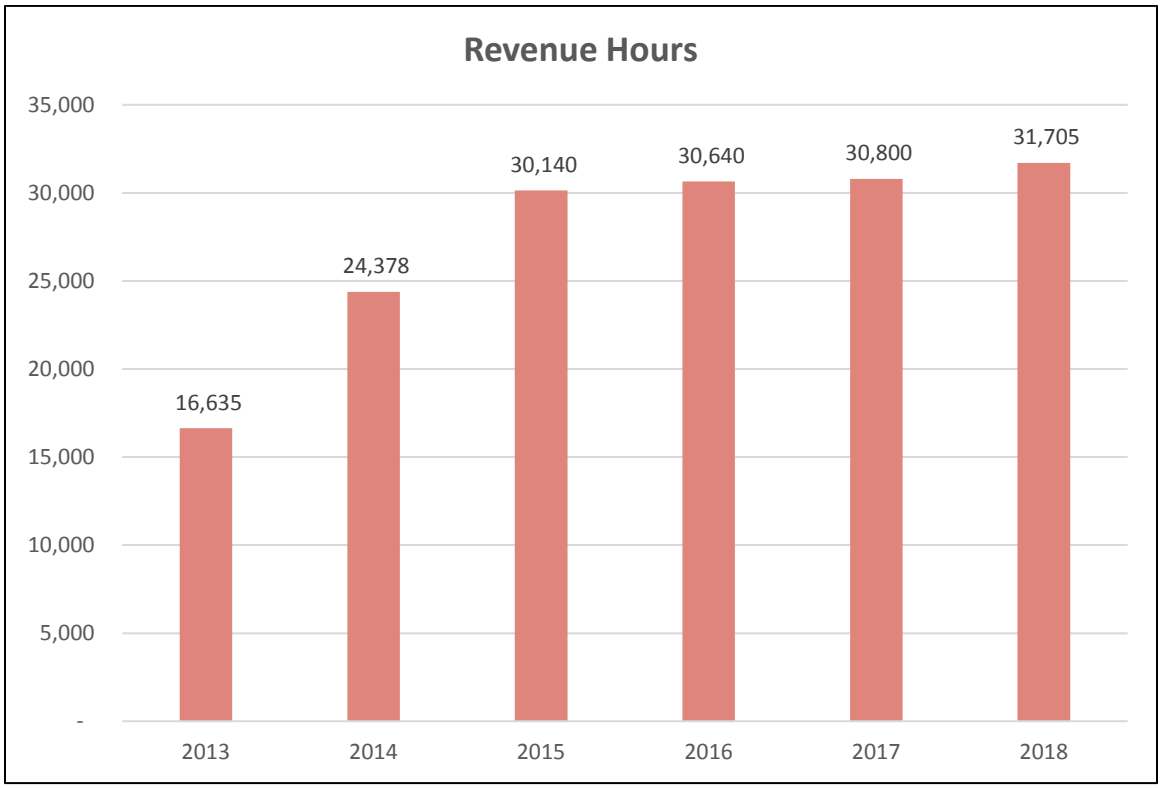
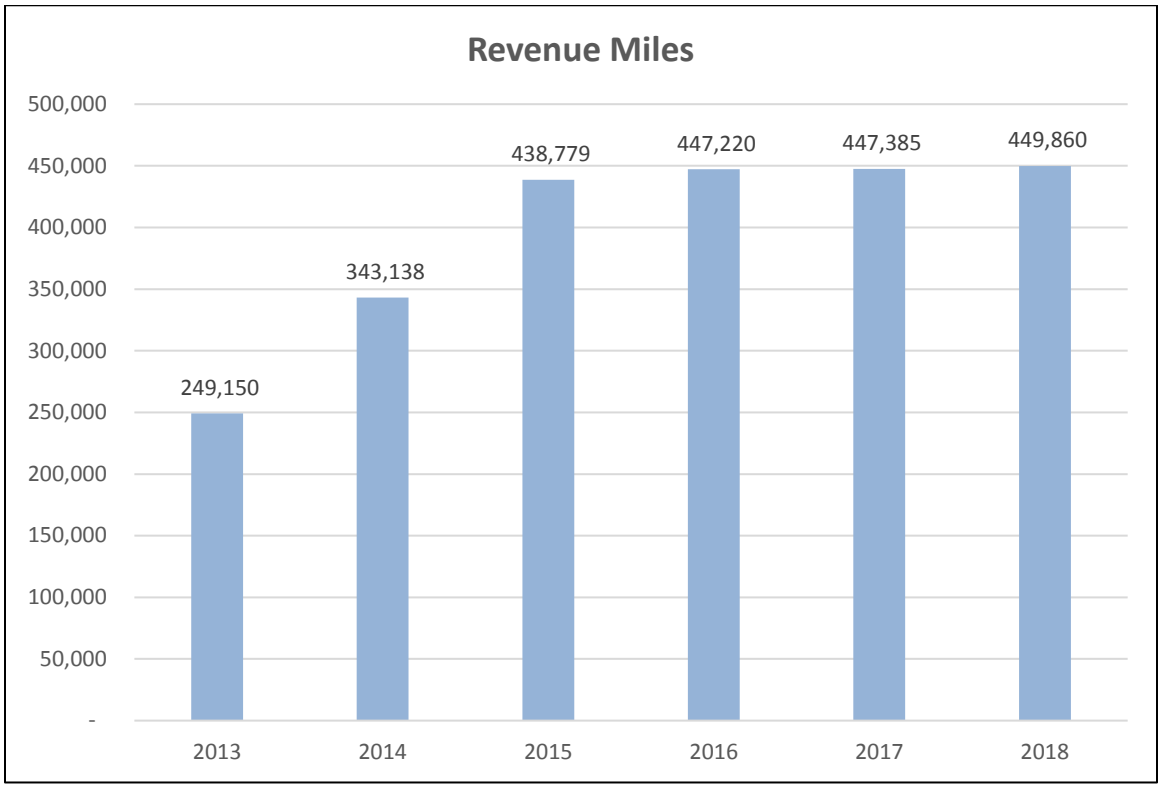


Figure 4.4: Revenue Miles (2013-2018)



Modes of Transportation

Tri-CAP Public Transit provides demand-response service for both urban and rural areas within their service area. To provide their service, Tri-CAP Public Transit utilizes both class 400 and class 500 vehicles. Tri-CAP Public Transit coordinates with other regional providers to provide efficient public transportation and provides contracted services to a variety of agencies

Multimodal Connections

Tri-CAP did not identify any bicycle or pedestrian activities currently being coordinated by the transit system.

Tri-CAP partners with Adaptive Experts, a service that provides driver training and evaluation for seniors and people with disabilities. Tri-CAP further partners with Care Cab, located in St. Cloud, to provide transportation services for medical appointments.

Residents who reside in Motley, Morrison County, have access to Wadena County Friendly Rider Transit. Friendly Rider provides demand-response and flexible route public transit services to Morrison County, as well as Cass, Otter Tail, Todd, and Wadena counties.

Mille Lacs County residents also have access to Timber Trails Public Transit. Timber Trails provides transportation services throughout Mille Lacs and Kanabec counties.

Other transportation options in the Tri-CAP service area include:

- Local transit:
    - St. Cloud Metro Bus and Metro Bus dial-a-ride
        - Serves Benton, Sherburne, and Stearns counties
- Taxi service:
    - Care Cab located in St. Cloud
    - Yellow Cab located in St. Cloud
    - Granite City Cab located in St. Cloud
    - St. Cloud Taxi Service located in Sartell
- U.S. Jefferson Lines
    - Bus Stop in St. Cloud
    - Bus Stop in Little Falls
- NorthStar Station
    - Stop in St. Cloud
    - Stop in Big Lake
    - Stop in Elk River
- Greyhound Bus
    - Six stops in St. Cloud, including Saint Cloud State University
- Amtrak
    - Station in St. Cloud
- Airport
    - St. Cloud Regional Airport
    - Sauk Centre Municipal Airport
    - Little Falls/Morrison County Airport

Contracted Services and Coordination Activities

Tri-CAP Public Transit contracts services out to a set of various organizations to provide transit services to people who need it on a regular basis. **Table 4.1** shows a list of the organizations that Tri-CAP Public Transit contracts services to.

Table 4.1: Current Contracted Services

Organization	Annual Passenger Trips	Client Demographics	Trip Purpose
Functional Industries	2,960	Disability	Human Services
Options Inc. STC	7,100	Disability	Human Services
Options Inc. N	4,000	Disability	Human Services
WACOSA 1	7,630	Disability	Human Services
WACOSA 2	5,200	Disability	Human Services
WACOSA 3 (WACOSA S)	10,300	Disability	Human Services
Milaca Developmental Achievement Center (DAC), Princeton-Cambridge DAC, Princeton DAC	11,820	Disability	Human Services

In addition, Tri-CAP Public Transit currently undertakes a set of coordination activities to provide transport services to various groups/locations on a regular basis. **Table 4.2** shows a list of current Tri-CAP Public Transit coordination activities.

Table 4.2: Current Coordination Activities

Activity	Description
Other Public Transit Systems	St. Cloud Metropolitan Transit Commission - Metro Bus; referral services, group community outreach
Other Services	Lutheran Care Center (Little Falls, MN) - coordinate rides for medical and other health related appointments for residents in need
Other Services	YMCA of Elk River - transport youth for after school and rec activities
Other Services	CentraCare Health System - coordinate transportation for those needing rides to dialysis, chemotherapy and radiation appointments
Taxi Service	Care Transportation & Contract Cab - Coordinate weekly to optimize private/public partnership for those individuals needing transportation to medical appointments
Taxi Service	Contract Transportation - Coordinate weekly to optimize private/public partnership for those individuals needing transportation to medical appointments
Taxi Service	St. Cloud Taxi - Coordinate weekly to optimize private/public partnership for those individuals needing transportation to medical appointments

Activity	Description
Section 5310 – Elderly and Handicapped Program (listed as "other" in Black Cat")	Benton, Morrison, Sherburne and Stearns counties - coordinate rides for medical and other health related appointments for those with no other funding sources
Senior Citizen Services	Helping Hands - Transportation for senior dining and socialization opportunities
Senior Citizen Services	Guardian Angels - Elk River - Transportation for shopping and medical appointments
Elder Day Care	VA Adult Day Care - coordinate rides for attendees from the surrounding area
Elder Day Care	St. Otto's Care Center - work with city bus to transport seniors to adult day services
Day Training & Habilitation (DAC)	WACOSA of Waite Park - provides contract transportation for clients of the program
Day Training & Habilitation (DAC)	Employment Enterprises-transport consumers under contract to DAC in Little Falls
Day Training & Habilitation (DAC)	Options, Inc. of Big Lake – provides contract transportation for clients of the program
OTC (Occupational Training Centers)	Functional Industries - provide rides under contract to Sherburne City residents who participate in this program
Veterans Transportation	St. Cloud VA - transport area veterans for medical care
HMO or PMAP	Transport passenger to medical appts for UCARE, Medica, Health Partners, Blue Cross
K-12 School Transportation	Sauk Centre - transport in-town children to & from school where school buses do not provide service
K-12 School Transportation	Kennedy Kids Stop - St. Joseph - summer activity events
Preschool	St Boniface - transport for children to private pre-school
Preschool	Pumpkins and Monkees- Private preschool in Sauk Centre
Head Start	All Saints - St. Joseph - Pre-School transportation / summer activities
Baker/Elite Taxi	Coordinate daily to optimize private/public partnership for those individuals needing transportation to medical appointments
River Depot (River of Life Church)	Provide transportation for summer school activities
Melrose Elementary, Melrose Headstart and St. Mary's School-Preschool	Provide transportation for children to/from school
District Education Facility (DEF)	Provide transportation for preschool children
Little Falls School Preschool	Provide transportation for preschool children

Asset Inventory

Tri-CAP Public Transit currently has 26 buses in its fleet, 11 of which are class 500 vehicles, which is a medium-size medium-duty transit bus, and the remaining are

class 400 vehicles, which is a medium-size light-duty transit bus. These vehicles were acquired between 2008 and 2017, with new vehicle purchases planned for every year between 2019 - 2026. The vast majority of the assets are in excellent or good condition, with only four assets in adequate or marginal condition. A detailed description of the existing fleet can be found in **Chapter 5**.

Users

Tri-CAP Public Transit provides service to a variety of different users. The following section describes who utilizes Tri-CAP Public Transit service and their current perception of the service provided.

Who Uses the Transit Service?

Each county and community served has varying levels of transit service based on individual area demands for service. **Table 4.3** below shows the demographics of transit riders

From 2014 to 2017, the portion of transit riders that were disabled consistently made up a little more than half of the total number of transit riders. 2018 is projected to experience a similar level of disabled transit riders. Since 2014, transit ridership has remained at consistent levels among the disabled, elderly, adult, student and children populations.

Table 4.3: Breakdown of User Demographics

Year	Disabled	Elderly	Adult	Student	Children
2014	55%	11%	17%	8%	9%
2015	58%	11%	16%	8%	6%
2016	59%	10%	16%	8%	7%
2017	54%	11%	17%	8%	10%
2018 projections	55%	11%	17%	8%	10%

2015 User Survey

The user survey conducted by Tri-CAP Public Transit in 2015 provides an overview of the perception of transit service in Tri-CAP's service areas and the types of users who ride the system.

For Tri-CAP Public Transit riders who took an on-board user survey, almost three-fourths of respondents indicated that they take the bus five days per week or two to four days per week. Nearly one-third of respondents said that they use the transit service five to seven days per week. This indicates that Tri-CAP Public Transit riders are very frequent users of transit and likely rely heavily on transit for their mobility. Almost half of respondents indicated that they use Tri-CAP Public Transit to commute to and from work, and over one-fourth of respondents use the service to go shopping. Additionally, an overwhelming majority of respondents indicated that Tri-CAP Public Transit goes to their final destinations, and a small portion indicated that they would need to either drive, bike, walk or get a ride to reach their final destinations. More than half of respondents identified themselves as having a disability, one-third of respondents said they are aged 65 or older, and a little over one-third said their total household income is less than $25,000 per year. These results indicate that Tri-CAP Public Transit is serving users that are part of demographic groups that tend to be more dependent on transit than the rest of the population.

Overall, more than half of the respondents said they are “very satisfied” with the availability of transit service in their community, but one-fourth said that “longer service hours (earlier or later)” would be an improvement that would encourage them to use transit more frequently, and several people added weekend service in the “other” category as an improvement that would encourage more frequent transit use.

2019 Transit Survey

For this analysis, a survey was conducted among individuals within the Tri-CAP service area. The survey was ten questions and distributed via Survey Monkey. The survey resulted in three responses.

Of the three respondents, only one had ever used Tri-CAP for transit service. This respondent reported having used the service within the past week and indicated that they used Tri-CAP one to three times per month.

Of the two respondents who indicated that they had never used Tri-CAP, one reported not using the transit service because they have access to a car, the other highlighted that the bus does not go where they need it to go. Other destinations of interest included cities and shopping centers. When asked if there

are additional times of service needed, one respondent indicated that additional evening hours could be beneficial. Respondents were asked to identify whether they owned a motor vehicle. Only one of the respondents indicated that they do not own a car.

The last three questions of the survey were general demographic questions. Each of the respondents reside in different area codes as follows:

- 55330
- 55371
- 55008

All three of the survey respondents identified as different age groups. The respondents age groups included 35-44, 45-54, and 65+. All three of the respondents identified as female.

Need and Demand Analysis

The need and demand analysis described are intended to evaluate area-wide need or demand at a planning level of analysis for Tri-CAP Public Transit. The methods were developed using data for rural counties and are most applicable for estimating need and demand in rural counties. The methods are also most useful in evaluating areas not currently served by public transit. The need and demand results described in this section are developed from Transit Cooperative Research Program (TCRP) Report 161, Methods for Forecasting Demand and Quantifying Need for Rural Passenger Transportation. The estimation methods from TCRP Report 161 are utilized in estimating the demand for public transit in the Tri-CAP Public Transit service area. The purpose of this data is to help the providers and local decision-makers better define service needs and set realistic expectations for transit service and ridership. This also supports quantitative evidence of transit demand. **Table 4.4** illustrates the need and demand for the Tri-CAP service area.

Need is defined in two ways; (1) as the number of people in a given geographic area likely to require a passenger transportation service and (2) the difference between the number of trips made by persons who reside in households owning no personal vehicle and the number of trips that would likely be made by those persons if they had access to a personal vehicle. This measure is referred to as the Mobility Gap.

Estimates of need for passenger transportation services for Tri-CAP Public Transit is presented as the number of persons residing in households with income below the poverty level (18,059), plus the number of persons residing in households owning no vehicle (5,434), producing a total of the number of persons in need of passenger transportation (23,500). The daily mobility gap need is 7,260 one-way passenger trips, equating to an annual mobility gap need of 2,178,500 one-way passenger trips. The estimates of need made using the mobility gap method are typically far greater than the number of trips actually observed on rural passenger transportation systems and are likely greater than the demand that would be generated for any practical level of service.

Estimating transit ridership demand is defined as the number of trips likely to be made over a given period within a given geographic area at a given price and level of service. Two methods for estimation of demand for general public transportation are utilized in the TCRP Report 161. The first method utilized for Tri-CAP Public Transit for estimating the demand expected for passenger transportation in rural areas not related to social-service programs and general public rural non-program demand equates to 247,519 annual one-way passenger trips. The second method utilized for Tri-CAP Public Transit for estimating the demand expected for general public rural passenger transportation utilizing National Transit Database (NTD) data equates to 60,500 annual one-way passenger trips.

Tri-CAP Public Transit annual ridership in FY 2017 of 118,527 is less than the estimate for demand for general public rural transportation (247,519 annual one-way trips) and greater than the total rural non-program demand (60,500 annual one-way passenger trips). Tri-CAP Public Transit has done a good job maximizing ridership potential by providing trips throughout communities in their five-county service area for Daytime Activity Centers (DAC's), medical providers and the general public, including daily routes in the Cities of Sauk Centre, Melrose, Paynesville, Big Lake, Elk River, Little Falls and Milaca. The TCRP Report 161 analysis defined the mobility gap need at 2,178,500 annual one-way passenger trips for Tri-CAP Public Transit based on the 3,458 households in the service area with no vehicle available. A complete description of the need and demand methodology can be found **Appendix A**.

Table 4.4: Needs, Mobility Gap and Demand

	Total Service Area	Stearns (less St. Cloud, Sartell, Waite Park)	Sherburne	Morrison	Mille Lacs	Benton (less Sauk Rapids)
Persons Residing in Households Owning No Vehicle	5,434	392	1,563	1,130	1,033	1,316
Households with No Vehicle Available	3,458	182	954	843	647	832
Annual One-Way Passenger Trips						
Daily Mobility Gap Need	7,260	380	2,000	1,770	1,360	1,750
Annual Mobility Gap Need	2,178,500	114,700	601,000	531,100	407,600	524,200
Demand for General Public Rural Transportation	247,519	64,800	91,300	38,900	30,600	26,300
Demand for Rural Non-Program Transportation	60,500	N/A	N/A	N/A	N/A	N/A

Source: 2017 American Community Survey

The State of Minnesota has set a legislative directive of meeting 90 percent of total transit service needs by 2025. Tri-CAP Public Transit is currently meeting 13 percent of the legislative goal. In 2017, Tri-CAP Public Transit provided approximately 420 daily trips, and to meet the legislative directive they would need to provide approximately 13,364 daily trips by 2025 in their five-county transit service area.

Table 4.5 illustrates the cost that would be required for Tri-CAP Public Transit to meet the legislative goal based on their existing cost per passenger-trip. It is unrealistic for Tri-CAP Public Transit, given the agency's current operating structure and financial capacity to provide the level of service needed to meet the 90 percent legislative goal by 2025.

Table 4.5: Cost to Meet Legislative Goal

Option	Passenger-Trips	Annual Operating Cost	Revenue-Hours	Cost per Trip
Service Levels (2017)	125,960	$2,135,818	30,800	$16.96
Service required to meet the Legislative Goal	980,325	$16,622,704	239,711	$16.96

Source: Need and Demand Analysis 2017 Data

A peer comparison of comparable multi-county transit systems was completed for Tri-CAP Public Transit using the following agencies.

- Rainbow Rider
- United Community Action Partnership
- Rolling Hills Transit

Table 4.6 presents analysis of each of the individual peer systems and the average compared to Tri-CAP Public Transit. The data for the analysis were taken from the 2017 National Transit Database to ensure the best consistency in reporting by different agencies. Although efforts were made to find the closest matching peers, no two systems are exactly alike.

Table 4.6 Peer Comparison

Transit System	Service Area	Passenger Trips	Annual Operating Cost	Revenue Hours	Trips per Hour	Cost per Hour	Cost per Trip
Rainbow Rider	Douglas, Grant, Pope, Stevens, Todd, Traverse Counties	173,293	$2,548,787	52,119	3.3	$48.90	$14.71
Community Transit - United Community Action Partnership	Cottonwood Jackson, Lincoln, Lyon, Murray, Pipestone, Redwood, Rock Counties	104,470	$1,550,940	28,122	3.7	$55.15	$14.85
Rolling Hills Transit	Dodge, Houston, Fillmore, Olmsted, Winona Counties	56,495	$1,022,718	19,274	2.9	$53.06	$18.10
Peer Average		**111,223**	**$1,707,482**	**33,306**	**3.3**	**$52.37**	**$15.89**
Tri-CAP Public Transit	Benton, Mille Lacs, Morrison, Sherburne, Stearns Counties	118,527	$2,140,288	29,465	4.0	$72.64	$18.06

Source: National Transit Database, 2017

During 2017, Tri-CAP Public Transit passenger trips were higher than the average of the of the peer systems, 118,527 compared to the peer average of 111,223. In addition, Tri-CAP Public Transit annual operating cost was nearly twice the average of the peer systems, $2,140,288 compared to the peer average of $1,707,482.

In performance comparisons, Tri-CAP Public Transit had the highest number of passenger-trips per hour at 4.0 compared to each of the peer systems, as well as the average of the peer systems at 3.3. Tri-CAP Public Transit also had the highest cost per hour at $72.64 and highest cost per passenger-trip performance at $18.06 and as compared to the average of the peer systems at $52.37 and $15.89 respectively.

In addition to the demand estimation methods included in Chapter VI, TCRP Report 161 also provides a peer data worksheet, presented in **Table 4.7**. The worksheet calculates the values expected for a transit system based on the data included for the peer system.

Table 4.7 TCRP 161 Peer Data Worksheet

Input Data from Peer Transit Systems or Existing Transit Service				
Name of Peer System	Rainbow Rider	United Communi	Rolling Hills Transit	
Population of Area	91,285	94,945	217,496	
Size of Area Served (Square Miles)	4,152	5,188	3,580	
Annual Vehicle-Miles of Service Provided	692,183	515,424	235,149	
Annual Vehicle-Hours of Service Provided	52,521	28,122	19,650	
Service Type (Fixed Route, Route-Deviation, Demand-Response)	Demand-Response	Demand-Response	Demand-Response	
Number of One-Way Trips Served per Year	172,704	104,470	58,857	
Degree of Coordination with Other Carriers (Low, Medium, High)	Medium	Medium	Medium	

Results of Peer Data Comparison		Population	Annual Vehicle-miles	Annual vehicles-hours
Input Data for My System:		246,648	447,385	30,800
	Observed Trip Rates	Demand Estimate Based On:		
Peer Values		Population	Annual Vehicle-miles	Annual vehicles-hours
Trips per Capita				
Maximum	1.9	468,631		
Average	1.1	271,313		
Median	1.1	271,313		
Minimum	0.3	73,994		
Trips per Vehicle-Mile				
Maximum	0.3		134,216	
Average	0.2		89,477	
Median	0.2		89,477	
Minimum	0.2		89,477	
Trips per Vehicle-Hour				
Maximum	3.7			113,960
Average	3.3			101,640
Median	3.3			101,640
Minimum	3.0			92,400
Values expected for my system				
Maximum		468,631	134,216	113,960.0
Average		271,313	89,477	101,640.0
Median		271,313	89,477	101,640.0
Minimum		73,994	89,477	92,400.0

5. Capital

This chapter will describe the current status of Tri-CAP Public Transit's capital inventory including fleet, facilities and technologies. Updates, upgrades and changes in capital investments made in recent years will be included as well as any future challenges or areas of change identified through this planning process.

Capital investments in the five-year plan will be based on three conditions:

1. Maintain current service levels
2. Expand service levels
3. Meet future expectations or respond to future conditions

Background

Tri-CAP currently has 26 buses in its fleet. 16 are accessible lift-equipped class 400 medium-size light-duty transit buses while ten are class 500 larger medium-duty transit bus. **Table 5.1** shows the current Tri-CAP fleet by year, class, mileage, condition, purchase price, projected replacement year and anticipated replacement cost. The current fleet of buses were acquired between 2008 and 2018 and range from marginal to excellent condition, based on age and current mileage. MnDOT categorizes class 400 buses to have a scheduled useful life of five years or 150,000 miles, while a class 500 bus is seven years or 200,000 miles.

Table 5.1: Fleet Roster

Local Fleet Number	Vehicle Year	Vehicle Class	Current Mileage	Vehicle Condition	Purchase Price	Replacement Year
115	2009	400	180,000	Marginal	$62,000	2016
117	2013	400	105,000	Good	$61,647	2019
118	2013	500	148,000	Good	$134,530	2022
121	2009	500	207,800	Marginal	River Rider	2019
122	2009	500	219,000	Marginal	River Rider	2020
124	2012	500	196,000	Adequate	River Rider	2021
125	2013	500	158,662	Adequate	N/A	N/A
126	2015	400	107,000	Good	$70,554	2020
127	2015	400	106,000	Good	$70,554	2021
128	2016	400	60,500	Excellent	$74,104	2022
129	2016	400	51,044	Excellent	$73,811	2023
130	2016	400	52,340	Excellent	$73,811	2023
131	2017	400	16,200	Excellent	$83,137	2025
140	2016	500	70,100	Good	Wacosa Transfer	2023
142	2017	500	52,900	Good	$140,588	2023
143	2017	500	42,000	Excellent	$120,373	2027
144	2017	500	34,100	Excellent	$149,354	2023
206	2011	400	136,800	Adequate	$58,986	2018
207	2012	400	132,900	Good	$61,647	2019
208	2015	400	96,383	Good	$70,554	2021
209	2019	400	7,600	Excellent	80749	2024
11	2013	400	118,601	Good	Timber Trails	2020
12	2013	400	148,000	Good	Timber Trails	2021
14	2019	400	5,000	Excellent	$80,749	2024
15	2019	400	4,000	Excellent	$80,749	2026
145	2019	500	2,000	Excellent	$159,000	2024

Figure 5.1: Tri-CAP Public Transit Bus

Tri-CAP Public Transit's parent organization Tri-CAP owns the facility that houses the primary vehicle storage garage, offices and dispatch center that is adjacent to its main office in Waite Park. **Figure 5.1** above shows a Tri-CAP Public Transit class 500 bus #144 purchased in 2017. Tri-CAP's garage facility provides heated storage for up to five buses, while four buses are stored outside. Tri-CAP has plans to expand this facility. The vehicle storage garage also contains heated and air-conditioned administrative office, dispatching, break room and meeting space for transit staff.

Tri-CAP also stores vehicles in Sauk Centre, Little Falls, Milaca and Elk River. Tri-CAP owns the Little Falls garage facility which currently has room for two buses, and the Sauk Centre garage facility which has room for up to six vehicles and provides heated vehicle storage space along with limited office and meeting space for drivers and staff. The Elk River garage facility is leased from Sherburne County and has room for four buses with limited office and meeting space for drivers and staff. The construction of a new facility in Little Falls has been approved. It is anticipated that the construction will be complete in late 2019 or early 2020.

Tri-CAP Public Transit currently utilizes a variety of technologies and equipment to conduct their day-to-day operations, both in terms of the transit service they

provide and their internal processes. All buses are equipped with video surveillance cameras, VHF two-way radios and a basic cash collecting farebox. The transit office uses desktop computers for operating dispatching and scheduling software, email and other word processing functions and a phone system for taking customer calls. Tri-CAP provides administrative assistance to the transit program for finance, human resources and IT services through a cost allocation to the transit program budget. **Table 5.2** below provides a summary of Tri-CAP's current technologies and equipment.

Table 5.2: Current Technologies and Equipment

Use/Process	Technology/Equipment
Dispatch	Trapeze and NOVUS software
Budgeting	THO Orion software and Microsoft Excel
Email	Microsoft Outlook
Fare collection	Diamond cash collection farebox
Communications	Tablets with cellular communications and cell phones (Verizon); VHF 2-way radios
Surveillance	REI cameras
Office Administration	Personal Computers

6. 2020-2025 Annual Needs

The purpose of this chapter is to layout the services, capital and financial projections needed for each year of the five-year plan. Included in each year will be a list of the services provided and the description of related capital and operating costs.

The annual work plans will become a preview of the management plan in the annual MnDOT financial application in future years. With a well-defined five-year plan, goals and ideas for improving transit service can be put into action with a blueprint for adding or expanding routes, adjusting specific hours of service, and pursing funding to cover additional operating and capital expenses. Tri-CAP Public Transit has developed both constrained and unconstrained plans for the 2020 – 2025 timeframe. The constrained plan outlines routes, service hour adjustments and capital expenses that are feasible based on existing funding sources. As part of the FYTSP planning process, Tri-CAP Public Transit also identified operating and capital items that are desired or that could significantly improve the agency, but that might not currently be financially feasible due to existing funding constraints.

Constrained Plan

Fleet

Tri-CAP Public Transit has programmed replacement of 25 buses from 2018 through 2024, with the purchase of four replacement buses planned in 2018, eight in 2019, one in 2020, two in 2021, one in 2022, six in 2023, and three in 2024. The buses being replaced will meet the age and miles requirement set forth by MnDOT to qualify for receiving state capital grant dollars. It is a prudent capital improvement program practice to operate a bus fleet that does not excessively exceed the replacement age and miles to avoid extraordinary repair costs typically associated with buses as they reach or exceed replacement age cycles. Tri-CAP Public Transit will also be acquiring two additional class 400 buses from Timber Trails Transit in 2019 with the expansion of service being provided in Mille Lacs county. All new buses purchased will replace existing buses currently in service, as well as an additional bus for service in Little Falls, and one for peak AM/PM service in Elk River. Four new buses have been identified for purchase in 2018, and six in 2019. **Table 6.1** shows the existing Bus Replacement Plan and

Table 6.2 in the Summary section below contains a list of the fleet-related items in the Constrained Plan.

Table 6.1: Bus Replacement Plan

Replacement Plan Year	2018	2019	2020	2021	2022	2023	2024
Number of Vehicles	4	8	6	3	1	5	3
Replacement Cost	$324,000	$680,000	$605,000	$273,000	$92,000	$480,000	$306,000

Facility

Tri-CAP Public Transit's primary vehicle storage garage in Waite Park is at full capacity, this has prompted Tri-CAP Public Transit to program an expansion project for additional storage for ten vehicles and include a maintenance bay and wash bay. Expansion of the Waite Park garage has been programmed in the Capital Improvement Plan. The Little Falls garage is programmed for an expansion project in spring 2019 to accommodate up to six buses. Tri-CAP Public Transit has submitted their justification document, predesign and architectural plan to MnDOT. **Table 6.2** in the Summary section below contains a list of the facility-related items in the Constrained Plan.

Technology

Tri-CAP Public Transit has not identified any technology needs under the Constrained Plan.

Other

Tri-CAP Public Transit has not identified any other uncategorized needs under the Constrained Plan.

Summary

Table 6.2 below provides a summary list of the fleet, facility, technology, and other uncategorized items in Tri-CAP Public Transit's Constrained Plan, along with their costs.

Table 6.2: Constrained Plan Items

Category	Item	Cost
Fleet	Little Falls – add one additional expansion bus (2020)	$88,000
Fleet	Elk River – need for an additional expansion AM peak and PM peak bus (2020)	$88,000
Fleet	Northern Mille Lacs County – two expansion class 400 buses (2020)	$176,000
Fleet	Fleet expansion two class 400 buses – will allow for more backup buses (2022)	$188,000
Facility	Little Falls – 6 stall vehicle storage and office/driver break facility already funded for 2020	$ 1,080,000
Facility	Waite Park – 8-10 vehicle storage bays, a maintenance bay, and a washing bay (2021)	$1,474,846-$2,256,486
Technology	N/A	N/A
Other	N/A	N/A

Unconstrained Plan

Fleet

In addition to the needs identified in the constrained capital list, Tri-CAP Public Transit has expressed an interest in having six accessible vans instead of class 400 buses, with one in each location and a spare. Costs of these vans was spread out between years 2020 and 2022. **Table 6.3** in the Summary section below contains a list of the fleet-related items in the Unconstrained Plan.

Facility

Tri-CAP Public Transit has not identified any facility needs under the Unconstrained Plan.

Technology

Under the Unconstrained Plan, Tri-CAP Public Transit is interested in implementing an electronic fare collection system because it will provide efficiencies, improve the fare collection and reporting processes and increase financial accuracy. **Table 6.3** in the Summary section below contains a list of the technology-related items in the Unconstrained Plan.

Other

Tri-CAP Public Transit has not identified any other uncategorized needs under the Unconstrained Plan.

Summary

Table 6.3 below provides a summary list of the fleet, facility, technology, and other uncategorized items in Tri-CAP Public Transit's Unconstrained Plan, along with their costs.

Table 6.3: Unconstrained Plan Items

Category	Item	Cost	Year
Fleet	6 accessible minivans instead of Class 400 buses – one in each location and a spare	$504,000	3 – 2021 3 - 2022
Facility	N/A	N/A	
Technology	Electronic fare collection system	*	2025
Other	N/A	N/A	

** Due to the nature of the market for developing and maintaining these types of emerging technologies, a competitive bid process and/or a peer review of existing transit agencies with similar implemented programs may need to be completed to develop cost estimates.*

7. System Performance

Performance Standards

MnDOT has established a recommended set of performance standards that all providers track and monitor as a way to measure and compare how systems are performing among the state's rural and community transit systems. The performance measure data collected by the systems are reported annually to MnDOT.

Throughout the GMTIP planning process, MnDOT identified 24 metrics in collaboration with Greater Minnesota transit providers. MnDOT highly recommends, each system choose, adopt and refine some of the proposed guidelines to reflect the operational characteristics of each system.

Of the 24 metrics, MnDOT has established six specific measures for each system to measure and each system will choose an additional three measures that best fit their respective operations. MnDOT wants to assure that the system measures are comparable by Minnesota and national peer transit system best practices, be based on the system's priorities and have available data from financial, ridership, safety, and operations records.

Included in each performance measure is a description of the methodology used to define each target. Performance data described below is provided by the FTA Fiscal Year 2017 National Transit Database (NTD).

On-time performance

For rural and community transit service operations, the pick-up window maximum is 45 minutes, with a 90 percent on time performance. Tri-CAP currently does not tack on-time performance. MnDOT has requested that Tri-CAP establish a method for tracking on-time performance as part of the Five-Year Plan process. Tri-CAP will utilize their Trapeze dispatching software for tracking on-time performance of the system.

Passengers per hour

MnDOT's minimum passenger per hour standard for rural and community dial-a-ride service is three passengers per hour. Tri-CAP Public Transit averaged four passengers per hour in FY 2017 on annual ridership of 118,527 on 29,465 revenue hours.

Cost per service hour

MnDOT's maximum cost per service hour standard is $60 per service hour. Tri-CAP Public Transit cost per service hour averaged $72.64 in FY 2017 on revenue hours of 29,465 on $2,140,288 operating expenses. Tri-CAP Public Transit is above the State's recommended cost per service hour measure.

Cost per trip

MnDOT's maximum cost per trip standard for is $15 per trip. Tri-CAP Public Transit cost per trip averaged $18.06 in FY 2017 on annual ridership of 118,527 on $2,140,288 in operating expenses. Tri-CAP Public Transit is above the State's recommended cost per trip measure.

MnDOT has developed the cost per trip measures described in **Table 7.1** as a mechanism for systems to use in determining how effective a particular service is performing and whether the service should be considered for restructuring.

Table 7.1: Cost Per Trip Performance Standard

Cost Per Trip	Monitoring Goal	Possible Action
20 to 35 percent over system average	For quick review	Minor modification to route
35 to 60 percent over system average	For intense review	Major changes to route
Greater than 60 percent over system average	For significant change	Restructure or eliminate to route

Trip Denials

MnDOT recommends that systems follow the Americans with Disabilities Act (ADA) trip denial definitions and process as described in circular FTA C 4710.1. Under the ADA circular, a transit agency cannot have substantial numbers of trip denials and missed trips. Trip denials result when agencies do not accept trip requests. Avoiding denials means properly planning service, allocating resources and managing operations in order to meet 100 percent of expected demand. In order to ensure that a pattern or practice of substantial numbers of trip denials is not occurring, FTA expects transit agencies to document and analyze trip denials. FTA recommends including such details as the rider's identification, date of request, date and time of requested trip(s), origin and destination, and reason for denial. Counting the number of denials means accounting for all trips that the

rider is unable to take because of a denial. In 2018 Tri-CAP documented 676 service denials which did not meet the requirements of zero denials as defined by the ADA. Tri-CAP has set a goal of zero trip denials and will utilize their Trapeze dispatching software for tracking any trip denials.

Span of service

MnDOT recommends that rural and community transit systems meet 75 percent of the baseline span of service standard in each of the communities they serve based on a population-based scale. **Table 7.2** below illustrates the recommended span of service based on population area served.

Table 7.2: Span of Service Performance Standard

Population	Weekdays	Saturday	Sunday
Rural (less than 2,500)	8 hours per day at least 3 days per week	N/A	N/A
2,500 – 6,999	9	9	N/A
7,000 – 49,999	12	9	9
50,000 +	20	12	9

Tri-CAP Public Transit meets approximately 80 percent of the baseline span of service in the communities served, above the State's recommended baseline span of service percentage. Service is provided within Stearns county communities of Sauk Centre, Melrose, Albany, Paynesville, Holdingford, Cold Spring, St. Joseph; Benton county community of Foley; Sherburne county communities of Becker, Big Lake, Elk River, Zimmerman; Morrison county communities of Little Falls and Royalton; and Mille Lacs county communities of Foreston, Princeton and Milaca.

Weekday span of service and days of week vary by county. Monday through Friday (four – 12 hours) 6AM - 8AM and 4PM - 6PM; Saturday – Little Falls and Sauk Centre only (nine hours) 8AM to 5PM; no Sunday service in any communities served.

Tri-CAP Public Transit service area population of communities served fall in three categories; rural (less than 2,500), 2,500 – 6,999 and 7,000 – 49,999. In these population categories, **Table 7.3** illustrates how Tri-CAP Public Transit provides weekday, Saturday and Sunday spans of service for communities served.

Table 7.3: Tri-CAP Public Transit Span of Service

Community	Weekday Hours	Saturday Hours	Sunday Hours
Population Category Rural (less than 2,500)	**8 hours/day – 3 days a week**	**N/A**	**N/A**
Albany (Stearns Co.) (Tuesdays)	3.5	0	0
Holdingford (Morrison Co.) (Tuesdays to Albany)	4.25	0	0
Royalton (Morrison Co.) (Tuesdays & 2nd and 4th Mondays)	Tues two stops 12:30PM. / 4:15PM 2nd/4th Mon two stops 9AM/ 3:15-3:30PM	0	0
Foreston (Mille Lacs Co.)	5.75	0	0
Population Category 2,500 – 6,999	**9**	**9**	**N/A**
Sauk Centre (Stearns Co.)	12	9	0
Melrose (Stearns Co.)	8.25	0	0
Paynesville (Stearns Co.)	3	0	0
Cold Spring (Stearns Co.)	9	0	0
Foley (Benton Co.) (Thursdays)	3.5	0	0
Becker (Sherburne Co.)	M-F three stops 9:25AM / 11:50AM/1:35PM Tues add'l stop 9:45AM	0	0
Zimmerman (Sherburne Co.)	M-F two stops 8:30AM / 3:30PM Wed two stops 9:30AM/ 1PM	0	0
Princeton (Mille Lacs Co.)	5.75	0	0
Milaca (Mille Lacs Co.)	5.75	0	0
Population Category 7,000 – 49,999	**12**	**9**	**9**
Elk River (Sherburne Co.)	12	0	0
Big Lake (Sherburne Co.)	3.75	0	0
St. Joseph (Stearns Co.)	9	0	0
Little Falls (Morrison Co.)	12	9	0
Morrison County	8 hours/day M-F within 10-mile radius of Morrison Co. Govt. Ctr. in Little Falls	0	0
Benton County	9 hours/day M-F within 15-mile radius of Tri-CAP facilities in Waite Park	0	0
Mille Lacs County	5.75 hours/day M-F within 10-mile radius of Milaca	0	0
Stearns County	9 hours/day M-F within 15-mile radius of Tri-CAP facilities in Waite Park	0	0

The following three additional performance measures have been identified by Tri-CAP Public Transit to incorporate into their annual performance measures report to MnDOT.

Service hours per capita

MnDOT recommends that the service hours per capita standard meet a minimum of 0.45 service hours per capita. Tri-CAP Public Transit provided 0.40 hours of service per capita in FY 2017 on 29,465 revenue hours on a service area population of 319,564. Tri-CAP Public Transit is at the State's recommended service hours per capital performance measure.

Farebox recovery

MnDOT's recommended standard for farebox recovery is 15 percent. Tri-CAP Public Transit farebox recovery percentage was 5.4 percent in FY 2017 with $115,238 in farebox revenue on $2,140,288 in operating expenses. Farebox recovery is below the State's recommended farebox recovery percentage performance measure.

Accidents

MnDOT has established an accident standard measure of fewer than one recordable accident per 100,000 revenue miles. In 2017, Tri-CAP reported 13 accidents. This resulted in an accident rate per 100,000 revenue miles rate of one accident per every 34,000 miles.

Current Performance

Table 7.4 shows Tri-CAP Public Transit's current performance as it relates to MnDOT's required performance indicators.

Table 7.4: Current Performance Indicators

Tri-CAP Public Transit Performance Indicators	DAR (Target)	FY 2017 Actual	
On-time performance - Required to define and track/month, report annually	Rural Window – 45/45 minutes. 90% on time performance	Tri-CAP does not currently track on-time performance	Required
Passengers per hour	3 pph	4.0 pph	
Cost per service hour	$60	$72.64	
Cost Per Trip	$15	$18.06	
Denials - Required to track and report, annually	Tri-CAP documented 676 denials of service in 2018. ADA requires zero denials of service.		
% of communities with Baseline Span of Service - required to track and report, annually	75%	80%	
Service Hours Per Capita	0.45	0.40	Additional
Farebox Recovery	15%	5.4%	
Accidents	Fewer than 1 recordable accident per 100,000 revenue miles	1 reportable accident per every 34,000 miles in 2018	

8. Operations

The Greater Minnesota Transit Investment Plan (GMTIP), completed in 2017, is a MnDOT investment and strategic plan for supporting public transit. It supports the state legislature's target of meeting 90 percent of the public transit need in Greater Minnesota by 2025. As the population of Greater Minnesota grows and ages, the need for public transit also increases. Greater Minnesota transit systems continue to add service hours to reach more communities and increase ridership. As ridership and hours of service have increased, so have costs. As required, the plan included different financial scenarios for transit funding, specifically an increase, a maintenance and contraction of funds. Identified through the GMTIP process, MnDOT's priority investments for transit service include:

1. Expand span of service hours to cover more days of the week and hours of the day
2. Invest in regional connections and cross-county service where there is a high level of travel between population and employment centers

This chapter will describe the services provided that make up the operating budget projections. These various costs include future changes that will impact the cost to provide service (i.e. increasing driver and staff wages and benefits, increased cost of insurance, fuel and maintenance) will be included in this analysis. Key issues and strategies to improve human resources, staffing, technology and marketing will be included.

Service

Tri-CAP Public Transit currently provides demand-response and flexible route transit services to a five-county area. Hours and days of service vary between different counties and between different cities.

Staffing

Tri-CAP Public Transit operations are staffed by a Transportation Director, three Operations Managers, five lead drivers, one lead and four schedule dispatchers, one Administrative Assistant, one IT Specialist and 46 drivers. Tri-CAP provides financial, human resources and IT administrative support to the transit program at an allocated cost to the transit operations budget. Basic transit vehicle maintenance is outsourced to local repair shops unless the repairs are under warranty in which case the vehicle would be repaired by the bus dealer.

Constrained Plan

Service Adjustment

Table 8.1 below provides a detailed list of the service adjustments in the Constrained Plan.

Table 8.1: Constrained Plan – Service Adjustments

Adjustment	Description	Costs (Implementation Year Dollars)	Implementation Year
Weekday Service Span Increase - Little Falls / Morrison County	Increase span by 2 hours 1 revenue vehicles 2 daily vehicle hours	$29,855 Annually	2022
Weekday Service Span Increase - St. Joseph / Cold Spring 6AM – 6PM	Increase span by 2.5 hours 1 revenue vehicle 2.5 daily vehicle hours	$36,232 Annually	2021
Weekday Dial-A-Ride Service Span Increase - Melrose	Increase span by 3.75 hours 1 revenue vehicles 3.75 daily vehicle hours	$52,765 Annually	2020
Weekday Dial-A-Ride Service Span Increase - St. Joseph 6PM – 9PM	Increase span by 3 hours 1 revenue vehicles 3 daily vehicle hours	$44,782 Annually	2022
Weekday/Saturday Dial-A-Ride Service Span Increase - Cold Spring	Increase span by 9 hours 1 revenue vehicles 9 daily vehicle hours	$25,230 Annually	2020
Additional Saturday Dial-A-Ride Bus - Little Falls / Morrison County	Add a bus for service between 10AM – 2PM 1 revenue vehicle 4 daily vehicle hours	$11,213 Annually	2020
Additional Weekday Dial-A-Ride Bus - Sherburne County (Elk River), Split Shift	Add a bus for service between 6AM – 6PM 1 revenue vehicle 11 daily vehicle hours	$169,128 Annually	2023

Adjustment	Description	Costs (Implementation Year Dollars)	Implementation Year
Additional Fall / Winter Weekday Bus - Melrose	7:30AM – 3:45PM, Monday – Friday, September – May; 216 days per year 1 revenue vehicle 8.25 daily vehicle hours	$96,068 Annually	2020
Add Sunday Service - Little Falls / Morrison County	7AM – 2PM, year-round 1 revenue vehicle 7 daily vehicle hours	$20,212 Annually	2021
Add Saturday Service - Stearns	8AM – 5PM, year-round 1 revenue vehicles 9 daily vehicle hours	$26,766 Annually	2022
Add Saturday Service - Sherburne County	8AM – 5PM, year-round 2 revenue vehicles 18 daily vehicle hours	$53,533 Annually	2022
Add Sunday Service - Sherburne County	8AM – 5PM, year-round 1 revenue vehicles 9 daily vehicle hours	$28,397 Annually	2024
Additional Intercity Trip from Brooten to Belgrade to Paynesville	1 round trip per weekday 1 revenue vehicle 2 vehicle hours per week	$6,150 Annually	2023
Increase weekday hours in Milaca service area	7AM – 5PM, year-round 1 revenue vehicle 2 daily vehicle hours	$28,141 Annually	2020
Add Saturday service in Milaca service area	8AM – 5PM, year-round 1 revenue vehicle 9 vehicle hours per week	$25,230 Annually	2020

Adjustment	Description	Costs (Implementation Year Dollars)	Implementation Year
Add Sunday service in Milaca service area	7AM – 2PM, year-round 1 revenue vehicle 7 vehicle hours per week	$20,212 Annually	2021
Add Weekday service to Milaca Service area	8AM – 4PM, year-round 1 revenue vehicle 8 daily vehicle hours	$115,941 Annually	2021
Add weekly service from Milaca to St. Cloud	8AM – 5PM, year-round 1 revenue vehicle 9 vehicle hours per week	$25,230 Annually	2020
Additional weekly trip from Northern Mille Lacs into Milaca	8AM – 4:30PM, year-round 1 revenue vehicle 8.5 revenue hours per week	$24,638 Annually	2021
Increase radius of service in Princeton from City service to 10-mile radius	9AM-2:45PM, year-round 1 revenue vehicle Existing Revenue Vehicle – no additional hours	-	2020
Add Weekday Dial A Ride service from Milaca to Princeton	7:30AM-4:00PM 1 revenue vehicle 8.5 daily revenue vehicles	S119,600 Annually	2020
Add once a week Dial A Ride service in Onamia	8:30AM-4:00PM 1 revenue vehicle 8.5 revenue hours per week	$23,828 Annually	2020
Weekday Service Span Increase - Little Falls Dial A Ride service #1	Increase span by 4.5 hours; 6AM-6PM 1 revenue vehicle 4.5 daily vehicle hours	$67,174 Annually	2022

Adjustment	Description	Costs (Implementation Year Dollars)	Implementation Year
Weekday Service Span Increase - Little Falls Dial A Ride service #2	Increase span by 3.7 hours; 6AM-6PM 1 revenue vehicle 3.7 daily vehicle hours	$56,889 Annually	2023

Staffing

Table 8.2 below provides a summary of the staffing-related items in the Constrained Plan along with the costs.

Table 8.2: Constrained Plan – Staffing Items

Item	Cost	Year
Part-time operations employee that can move to full-time	$15,660	2020
Additional part-time driver for Little Falls	$15,660	2020
Additional part-time driver in Elk River for AM and PM peak	$23,490	2023
Two full-time drivers for Northern Mille Lacs County	$70,000	2022

Unconstrained Plan

Fleet

Table 8.3 below provides a detailed list of the service adjustments in the Unconstrained Plan.

Table 8.3: Unconstrained Plan – Service Adjustments

Adjustment	Description	Costs (Implementation Year Dollars)	Notes
Additional Intercity Trips	1 round trip weekly from St. Cloud to Little Falls to Brainerd	$4,030 Annually	2022 Implementation
Additional Intercity Trips	1 round trip weekly from Little Falls to St. Cloud (weekday) 1 round trip bi-weekly from Little Falls to St. Cloud (Saturday)	$36,477 Annually	2024 Implementation
Additional Intercity Trips	2 round trips daily (weekday) from Sauk Centre to Long Prairie 1 round trip weekly from Elk River to St. Cloud 1 round trip weekly from Elk River to Albertville	$1,884 Annually	2021 Implementation

Staffing

Tri-CAP Public Transit has identified the need for additional staffing to include marketing and public education staffing.

9. Financial

Current transportation funding in Greater Minnesota includes federal, state and local resources. 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 at 15 percent the local share for capital is 20 percent.

State and federal funding for public transit covers the remaining 80 or 85 percent of costs awarded through the Public Transit Participation Program. The transit systems included in this project receive section 5311 Rural Area Formula Program grant funds. As the direct federal recipient of all Section 5311 funds, MnDOT solicits applications for funding, selects sub-recipients, and enters into grant contracts with participating public transit operators. The 5311 transit systems provide nearly all service under the category of "demand-response," as is often the most appropriate approach to meet the needs of seniors and individuals with disability in rural Minnesota.

Minnesota Rules state the priorities for funding transit as follows:

a. Operating costs for existing public transit systems
b. Capital costs for existing public transit systems
c. Operating and capital costs for the provision of public transit services in a community or area not currently served by public transit

History

Historically, Tri-CAP Public Transit has funded its service through revenues generated from fares and contracted services. As Tri-CAP Public Transit moves into the future, it will need to ensure that it is meeting the local match required by MnDOT to fund both capital and operations costs.

2019-2024 Needs vs. Revenues Projected

Constrained Plan Needs

Operating and capital costs were projected for the years 2020 – 2025 to get a general understanding of how much need Tri-CAP Public Transit will have in the near future. Anticipating costs will help Tri-CAP Public Transit identify the local match amount required to obtain funding to cover the remaining costs. **Table 9.1** below shows the estimated operating, capital, and total costs, as well as

estimated local match needed based on the total costs for 2020 – 2025 under the Constrained Plan for Tri-CAP Public Transit.

Table 9.1: Constrained Plan – 2020 – 2025 Needs

Year	Estimated Operating Costs	Estimated Capital Costs	Estimated Total Costs	Estimated Local Match Needed
2020	$2,641,399	$2,037,000	$4,678,399	$935,680
2021	$2,937,876	$2,529,486	$5,467,362	$1,093,472
2022	$3,248,122	$280,000	$3,528,122	$705,624
2023	$3,577,733	$480,000	$4,057,733	$811,547
2024	$3,713,461	$306,000	$4,019,461	$803,892
2025	$3,824,865	$0	$3,824,865	$764,973

Constrained Plan Revenues

In addition, Tri-CAP Public Transit revenues were projected for the years 2020 – 2025 based on revenues obtained from the provision of regular transit services (farebox revenues) as well as contract service revenues, when applicable. **Table 9.2** below shows the estimated farebox, contract service, and total revenues that Tri-CAP Public Transit would accrue each year from 2020 – 2025 under the Constrained Plan.

Table 9.2: Constrained Plan – 2020 – 2025 Revenues Projected

Year	Estimated Farebox Revenues	Estimated Contract Service Revenues	Estimated Total Revenues
2020	$523,287	$196,705	$719,992
2021	$602,369	$202,606	$804,975
2022	$664,064	$208,684	$872,748
2023	$717,282	$214,945	$932,227
2024	$742,530	$221,393	$963,923
2025	$764,806	$228,035	$992,841

Constrained Plan Needs/Revenues Comparison

Table 9.3 below shows a comparison between Tri-CAP Public Transit's estimated local match needed and anticipated total revenue for each year from 2020 – 2025 under the Constrained Plan. The comparison reveals that Tri-CAP Public Transit's estimated revenues are anticipated to cover 85 and 75 percent of its local match for the years 2020 and 2021, respectively. For the years 2022 – 2025, Tri-CAP Public Transit is expected to exceed 100 percent of its local match.

Table 9.3: Constrained Plan – 2020 – 2025 Needs vs. Revenues

Year	Estimated Local Match Needed	Estimated Total Revenues	% of Local Match Covered by Revenues
2020	$935,680	$719,992	77%
2021	$1,093,472	$804,975	74%
2022	$705,624	$872,748	124%
2023	$811,547	$932,227	115%
2024	$803,892	$963,923	120%
2025	$764,973	$992,841	130%

Unconstrained Plan Needs

As with the Constrained Plan, Tri-CAP Public Transit's costs under the Unconstrained Plan were projected for the years 2020-2025 to better understand near-term needs. **Table 9.4** below shows the estimated operating, capital and total costs, as well as estimated local match needed based on the total costs for 2020 – 2025 under the Unconstrained Plan for Tri-CAP Public Transit.

Table 9.4: Unconstrained Plan – 2020 – 2025 Needs

Year	Estimated Operating Costs	Estimated Capital Costs	Estimated Total Costs	Estimated Local Match Needed
2020	$2,641,399	$2,037,000	$4,678,399	$935,680
2021	$2,939,760	$2,781,486	$5,721,246	$1,144,249
2022	$3,254,093	$532,000	$3,786,093	$757,219
2023	$3,583,883	$480,000	$4,063,883	$812,777
2024	$3,755,903	$306,000	$4,061,903	$812,381
2025	$3,868,580	$0	$3,868,580	$773,716

Unconstrained Plan Revenues

Tri-CAP Public Transit revenues were also projected under the Unconstrained Plan for the years 2020 – 2025. **Table 9.5** below shows the estimated farebox, contract service, and total revenues that Tri-CAP Public Transit would accrue each year from 2020 – 2025 under the Unconstrained Plan.

Table 9.5: Unconstrained Plan – 2020 – 2025 Revenues Projected

Year	Estimated Farebox Revenues	Estimated Contract Service Revenues	Estimated Total Revenues
2020	$523,287	$196,705	$719,992
2021	$602,842	$202,606	$805,448
2022	$665,562	$208,684	$874,246
2023	$718,825	$214,945	$933,770
2024	$753,180	$221,393	$974,573
2025	$775,775	$228,035	$1,003,810

Unconstrained Plan Needs/Revenues Comparison

Table 9.6 below shows a comparison between Tri-CAP Public Transit's estimated local match needed and anticipated total revenue for each year from 2020 – 2025 under the Unconstrained Plan. The comparison reveals that Tri-CAP Public Transit's estimated revenues are anticipated to cover 85 and 72 percent of its local match for the years 2020 and 2021, respectively. In the years 2022 – 2025, Tri-CAP Public Transit is expected to exceed 100 percent of its local match.

Table 9.6: Unconstrained Plan – 2020 – 2025 Needs vs. Revenues

Year	Estimated Local Match Needed	Estimated Total Revenues	% of Local Match Covered by Revenues
2020	$935,680	$719,992	77%
2021	$1,144,249	$805,448	70%
2022	$757,219	$874,246	115%
2023	$812,777	$933,770	115%
2024	$812,381	$974,573	120%
2025	$773,716	$1,003,810	130%

10. Agency Strategic Direction

Requirements

Policies, including the Olmstead Plan and Americans With Disabilities requirements, are leading communities to explore ways of accommodating the needs of people with disabilities. A statutory goal of meeting 90 percent of the need for transit service by 2025 in Greater Minnesota also is focusing more attention on how to expand service around the state.

FTA

Olmstead Plan

The Olmstead Plan is a plan for public agencies to outline its responsibilities to persons with disabilities. The plan is based on the United States Supreme Court decision "*Olmstead v. L.C.*" which relates to the 1990 Americans with Disabilities Act (ADA). Based on the *Olmstead v. L.C.* decision, people with disabilities cannot be segregated based on Title II of the ADA.

The Olmstead decision defines how government services are provided by public agencies. Public agencies work to provide equal services to people with disabilities. MnDOT utilizes the Olmstead Plan to facilitate services to give persons with disabilities a choice.

Transportation is linked with the Olmstead Plan due to transportation's impact on independence and quality of life. Transportation connects people to employment, housing, education, health services, and social activities. MnDOT and all agencies working with MnDOT work to provide people with disabilities access to reliable, cost-effective, and accessible transportation choices.

Title VI

Title VI of the Civil Rights Act of 1964 is a federal law established to protect persons and groups from discrimination based on race, color, and national origin. Title VI further states that persons and groups cannot be excluded in participation or denied benefits in any program or activity receiving federal financial assistance.

MnDOT works with the Office of Civil Rights to enforce Title VI. The Office of Civil Rights provides Title VI training and technical support to staff, processing Title VI

complaints, conducting internal and external compliance reviews, reporting Title VI compliance activities, and approving the Title VI policies.

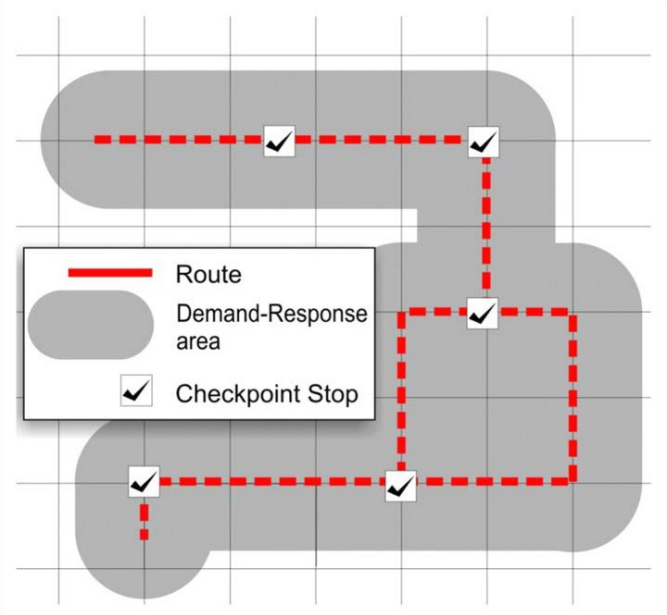
ADA

The Americans with Disabilities Act (ADA) is a 1990 civil rights law that prohibits the discrimination against individuals with disabilities. Title II of ADA requires that services and programs are inclusive to persons with disabilities. As a part of Title II, MnDOT and all public agencies are required to conduct a self-evaluation of its facilities, create an inventory of existing facilities, and develop a transition plan to improve the quality and design standards of facilities.

MnDOT works with the Federal Transit Administration to ensure the Greater Minnesota Transit grant recipients comply with ADA standards. ADA transit-related services include ensuring that transit services and facilities are designed to allow access by individuals with disabilities as well as ensuring that transit vehicles purchased with federal funds meet accessibility standards.

Many rural and small community transit systems operate a deviated route system as a way to blend traditional fixed route style pick up locations with a demand response type operation. The illustration in **Figure 10.1** shows how a deviated route would be provided. The route with predetermined timepoints would be established while allowing riders to be picked up and dropped off within a zone surrounding the route. The route would meet ADA requirements by allowing pick up and drop off within a minimum ¾ mile of the route, which keeps the system in compliance with ADA regulations on complementary paratransit rules.

Figure 10.1: Deviated Routing Illustration



Transit Asset Management

Transit Asset Management (TAM) in MnDOT's Office of Transit and Active Transportation (OTAT) provides a standard, accountable, and transparent program guidance for all Greater Minnesota transit providers. The National TAM System Final Rule (49 U.S.C. 625) requires that all agencies that receive federal financial assistance under 49 U.S.C. Chapter 53 and own, operate, or manage capital assets used in the provision of public transportation create a TAM Plan. TAM staff and the TAM Plan aid in the decision-making process of balancing asset needs and demands for rolling stock, facilities, and equipment. Rolling stock mainly includes revenue bus vehicles and no rail vehicles. Equipment mainly includes non-revenue service vehicles. Facilities range from general purpose maintenance and overnight storage facilities to combined administrative and maintenance facilities including service and inspection.

Maintenance Plans for both facilities and vehicles are essential to understanding and documenting how transit systems are maintaining their assets. Updating Maintenance Plans that are specific to the asset have been identified as a key component. Another key tool for making decisions about assets is the annual inspections conducted by OTAT personnel. This not only helps MnDOT understand that systems are maintaining their fleets per their Vehicle

Maintenance Plans, it also lets MnDOT see firsthand the condition of the fleet in the field. The inspection also aids in keeping MnDOT in the loop on what issues the transit systems are facing regarding their fleet. Likewise, for transit facilities, MnDOT visits each federally funded facility as well as state funded facility and conducts an annual facility review. This allows MnDOT to verify that transit systems are maintaining their facility per their Facility Maintenance Plan and allows MnDOT to verify any issues with a facility.

To further enhance the TAM Plan, MnDOT added a Transit Asset Management module to the Black Cat Grants Managements System in 2017 that allows greater tracking of assets. Additionally, MnDOT completed an update to its TAM Plan in 2018 that included an inventory of the number and type of capital assets, a condition assessment of those inventoried assets for which a provider has direct capital responsibility, a description of analytical processes or decision-support tools that a provider uses to estimate capital investment needs over time and develop its investment prioritization, a discussion of prioritization investment direction, and plan implementation strategies and recommendations including how OTAT will monitor, update, and evaluate, as needed, the statewide 5311 TAM Plan and related business practices, to ensure the continuous improvement of its TAM practices.

Prior to 2020, fleet assets were prioritized based on life expectancy. For this FYTSP, the assets are identified for replacement based on the submitted Transit Asset Management Plan submitted to FTA on October 1, 2018.

Opportunities

Tri-CAP Public Transit has opportunities to improve and enhance their transit services through increased coordination activities with other transportation providers and collaborating where services cross borders. Ridership growth will be experienced through the increased coordination in addition to implementation of new and expanded services. Continued capital investments in facilities and vehicle fleet will allow Tri-CAP Public Transit to provide high quality and reliable services.

Risks & Challenges

Tri-CAP Public Transit may face risks and challenges as many transit systems experience a lack of available licensed drivers and being able to pay competitive

wages. In addition, as many aging drivers leave the workforce they are not being replaced by younger drivers looking for a career in public transit.

Transit systems also need to find enough staff with the technical and supervisory skills to meet operational performance requirements set forth by MnDOT and the FTA. Generating local share funding for operations and capital grant matches will continue to be issues for city and county governments to deal with and willingness to provide that support. Transit systems will be challenged to keep up with replacement schedules for vehicles, equipment and facilities. Implementation of TAM strategies will be a guide for Tri-CAP Public Transit to follow.

11. Increasing Transit Use for Tri-CAP Public Transit

Marketing

Tri-CAP Public Transit hosts and maintains their own website, through their parent organization Tri-CAP, which provides detailed information about their transit services. Tri-CAP Public Transit publishes individual service area schedules that describes services by community served by day and span of service. All Tri-CAP Public Transit services are dial-a-ride and scheduled by appointment by phone.

Action Plan

Tri-CAP Public Transit can improve marketing outreach through an improved website and social media information and design plan as well as an advertising and marketing plan to promote the services of the transit system. Route and service area schedules should be distributed and offered in printed as well as online formats to the public.

APPENDIX A – Need and Demand Analysis

Technical Memorandum

To: Tri-CAP Public Transit Five Year Transit System Plan

From: WSB

Date: April 1, 2019 (Amended September 13, 2019)

Re: Tri-CAP Public Transit Need and Demand Analysis

Background

MnDOT has created a goal to increase transit ridership among all the transit providers in greater Minnesota. The Greater Minnesota Transit Investment Plan (GMTIP), completed in 2017, set forth a legislative target to meet 90 percent of the transit service demand by 2025. Public transit throughout greater Minnesota is a community asset that provides necessary transportation for many persons who do not have access to their own means of transportation and for individuals who choose to use public transit services. Having access to public transit services improves economic vitality, quality of life and enhances community development in communities throughout the state.

Several strategies were set forth in development of the GMTIP. Each of these strategies are described in greater detail in the Five-Year Transit System Plan (FYTSP). The strategies are:

- Improve public transit service coverage in Greater Minnesota
- Improve regional connections and cross-system trips in Greater Minnesota
- Make public transit a viable choice for transportation in Greater Minnesota
- Improve public transit service quality based on performance standards
- Create investment and performance-based policies based on the Regional Trade Center guidelines
- Support coordination between public transit systems and other transportation providers
- Make investment decisions based on performance standards

The need and demand analysis evaluates area-wide transit need or demand for Tri-CAP Transit. The methods were developed using data for rural counties and are most applicable for estimating need and demand in rural counties. The analysis is beneficial for evaluating areas not currently served by public transit.

The need and demand results described in this section are developed from Transit Cooperative Research Program (TCRP) Report 161, Methods for Forecasting Demand and Quantifying Need for Rural Passenger Transportation. The estimation methods from TCRP Report 161 are utilized in estimating the demand for public transit in the Tri-CAP service area. The purpose of this data is to help the providers and local decision-makers better define service needs and set realistic expectations for transit service and ridership. This also supports quantitative evidence of transit demand.

The need and demand analysis can be used to describe the gaps between existing transit service and where services could be expanded to meet demands. To build ridership demand, public transit service providers typically use marketing and promotion techniques to generate trips from existing and new services. New service areas and routes many times take several months to build consistent ridership to meet ridership performance goals.

Need

Need is defined in two ways:

1. The number of people in a geographic area likely to require a public transportation service and
2. The difference between the number of trips made by persons who reside in households owning no personal vehicle and the number of trips that would likely be made by those persons if they had access to a personal vehicle.

This measure is referred to as the Mobility Gap.

Because the incremental cost of a trip, using a car is a low cost for those who have access to and ability to use a car, the difference between the number of daily trips made by persons with ready availability to a personal vehicle and by those lacking access is used as the indicator of the unmet need for additional person-trips. Not all unmet need will be fulfilled by public passenger transportation services. Persons lacking a personal vehicle or the ability to drive receive transportation from friends, relatives, volunteers, and social-service agencies, as well as from public services.

Estimates of need for passenger transportation services for Tri-CAP Public Transit in **Table 1** is presented as the number of persons residing in households with income below the poverty level, plus the number of persons residing in households owning no vehicle, producing a total of the number of persons in need of passenger transportation.

Table 1: Worksheet for Documenting Persons with Transportation Needs

Persons residing in households with income below the poverty level	18,059
Persons residing in households owning no automobile	5,434
Persons in need of passenger transportation services	23,500

Source: 2017 American Community Survey

To produce an estimate for annual need, the daily Mobility Gap figure is multiplied by 300 days. This figure reflects that trip need is likely reduced on the weekends, but annual need is not just associated with weekdays. For Tri-CAP Public Transit, this results in an annual need of 2,178,500 annual trips shown in **Table 2**.

Table 2: Mobility Gap Calculation

Households with No Vehicle Available	3,458
Gap Number (State of Minnesota)	x 2.1
Daily Mobility Gap Need (Daily 1-way passenger trips)	7,260
Annual Mobility Gap Need (Annual 1-way passenger trips)	2,178,500

Source: 2017 American Community Survey

The need estimates calculated from the Mobility Gap method are typically far greater than the number of trips observed on rural passenger transportation systems and are likely greater than the demand that would be generated for any practical level of service. Much of the remaining trip-based Mobility Gap is likely filled by friends and relatives driving residents of non-car-owning households. Therefore, agencies choosing to use the Mobility Gap may wish to establish a target or goal for the proportion of the gap to be satisfied by publicly provided services. In the testing of these suggested methodologies with several rural transit agencies, it was found that only about 20 percent of the Mobility Gap trip-based need was met.

Demand

Estimating transit ridership demand is defined as the number of trips likely to be made over a given period within a given geographic area at a given price and level of service. The procedures for preparing forecasts of demand have been stratified by market:

- Public (i.e., Section 5311 funded) services
- Program or sponsored trips
- Fixed-route service in small urban towns in rural areas
- Commuters from rural areas to central cities

Two methods are used to calculate a demand estimate for general public transportation based on the TCRP Report 161:

1. Using population age 60+, population age 18 – 64 with a mobility limitation and persons living in households with no vehicle available
2. Using annual vehicle-miles of service as reported to the Federal Transit Administration 2017 National Transit Database addresses demand based on need and the supply of service. This NTD method provides a figure for demand that is not tied to a specific market but provides an estimate for demand for transportation in general.

The first method utilized for Tri-CAP Public Transit for estimating the demand expected for passenger transportation in rural areas not related to social-service programs, general public rural non-program demand is described below:

Non-program Demand = (2.20 × Population age 60+) + (5.21 × Mobility Limited Population age 18 to 64) + (1.52 × Residents of Households having No Vehicle)

Table 3: General Public Rural Non-Program Demand

Population Age 60+	70,638	x 2.2	155,404
Population Age 18 – 64 with a Mobility Limitation	16,095	x 5.21	83,855
Persons Living in Households with No Vehicle Available	5434	x 1.52	8,260
Estimate of Demand for General Public Rural Transportation (Annual 1-way passenger trips)			247,519

Source: 2017 American Community Survey

The second method utilized for Tri-CAP Public Transit for estimating the demand expected for general public rural passenger transportation utilizing NTD data is shown in **Table 4**.

Table 4: General Public Rural Passenger Transportation Demand

Annual Revenue-Miles	426,924
Total Rural Non-Program Demand (Annual 1-way passenger trips)	60,500

Source: 2017 National Transit Database

Tri-CAP Public Transit annual ridership in FY 2017 of 118,527 is less than the estimate for demand for general public rural transportation (247,519 annual one-way trips) and greater than the total rural non-program demand (60,500 annual one-way passenger trips). Tri-CAP Public Transit has maximized ridership potential by providing trips throughout communities in their five-county service area for DAC's, medical providers, and the general public, including daily routes in the Cities of Sauk Centre, Melrose, Paynesville, Big Lake, Elk River, Little Falls and Milaca.

The TCRP Report 161 analysis defined the mobility gap need at 2,178,500 annual one-way passenger trips for Tri-CAP Public Transit based on the 3,458 households in the service area with no vehicle available.

Legislative Goal

The State of Minnesota has set a legislative directive of meeting 90% of total transit service needs by 2025. Tri-CAP Public Transit is currently meeting 13% of the legislative goal. In 2017, Tri-CAP Public Transit provided approximately 420 daily trips, and to meet the legislative directive they would need to provide approximately 13,364 daily trips by 2025 in their five-county transit service area.

Table 5 illustrates the cost that would be required for Tri-CAP Public Transit to meet the legislative goal based on their existing cost per passenger-trip. It is unrealistic for Tri-CAP Public Transit, given the agency's current operating structure and financial capacity to provide the level of service needed to meet the 90% legislative goal by 2025.

Table 5: Cost to Meet Legislative Goal

Option	Passenger-Trips	Annual Operating Cost	Revenue-Hours	Cost per Trip
Service Levels (2017)	125,960	$2,135,818	30,800	$16.96
Service required to meet the Legislative Goal	980,325	$16,622,704	239,711	$16.96

Source: Need and Demand Analysis 2017 Data

The calculations using Tri-CAP's 2017 mobility gap and estimation of demand figures for developing the estimate of transit need required to meet the 2025 90% legislative goal are shown below.

Table 6: Estimate of Transit Need to Meet 2025 90% Legislative Goal

Annual Mobility Gap (from Table 2)	2,178,500
x 50% Trip Adjustment	x .5
Adjusted Mobility Gap	1,089,250
x 90% Legislative Goal	x .9
= Estimate of Transit Need	980,325

APPENDIX B – Transit Access Management Plan (TAM)

Transit Asset Management (TAM) in MnDOT's Office of Transit and Active Transportation (OTAT) provides consistent, accountable, and transparent program guidance for all Greater Minnesota transit providers. The National TAM System Final Rule (49 U.S.C. 625) requires that all agencies that receive federal financial assistance under 49 U.S.C. Chapter 53 and own, operate, or manage capital assets used in the provision of public transportation create a TAM Plan. TAM staff and the TAM Plan aid in the decision-making process of balancing asset needs and demands for rolling stock, facilities, and equipment. Rolling stock mainly includes revenue bus vehicles and no rail vehicles. Equipment mainly includes non-revenue service vehicles. Facilities range from general purpose maintenance and overnight storage facilities to combined administrative and maintenance facilities including service and inspection.

Maintenance Plans for both facilities and vehicles are key to understanding and documenting how transit systems are maintaining their assets. Thus, having updated and relevant Maintenance Plans that are specific to the asset have been identified as a key component. Another key tool for making decisions about assets is the annual inspections conducted by OTAT personnel. This not only helps MnDOT understand that systems are maintaining their fleets per their Vehicle Maintenance Plans, it also lets MnDOT see firsthand the condition of the fleet in the field. The inspection also aids in keeping MnDOT in the loop on what issues the transit systems are facing regarding their fleet. Likewise, for transit facilities, MnDOT visits each federally funded facility as well as state funded facility and conducts an annual facility review. This allows MnDOT to verify that transit systems are maintaining their facility per their Facility Maintenance Plan and allows MnDOT to verify any issues with a facility.

To further enhance the TAM Plan, MnDOT added a Transit Asset Management module to the BlackCat Grants Managements System in 2017 that allows greater tracking of assets. Additionally, MnDOT completed an update to its TAM Plan in 2018 that included an inventory of the number and type of capital assets, a condition assessment of those inventoried assets for which a provider has direct capital responsibility, a description of analytical processes or decision-support tools that a provider uses to estimate capital investment needs over time and develop its investment prioritization, a discussion of prioritization investment direction, and plan implementation strategies and recommendations including how OTAT will monitor, update, and evaluate, as needed, the statewide 5311

TAM Plan and related business practices, to ensure the continuous improvement of its TAM practices.

Prior to 2020, fleet assets were prioritized based on life expectancy. For this FYTSP, the assets are identified for replacement based on the submitted Transit Asset Management plan submitted to FTA on October 1, 2018.

APPENDIX C – Glossary of Terms

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.

Adult: Any person between the ages of 18 and 59 years.

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.

Children: Any person younger than the "student" category cited above. May be defined locally as long as it is consistent. Children are to be counted as passengers regardless of whether a fare is paid.

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.

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.

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 8:00 a.m., with the return trip departing after 5:00 p.m.).

Dedicated funding source: A funding source which 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.

Disabled: A passenger who has a physical or mental impairment that substantially limits one or more major life activities. (Include all disabled passengers regardless of age.)

Elderly: Any person aged 60 years or older.

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 which 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. MAP21 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 (MVST): 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.

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

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.

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.

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 use 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

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 which 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***.

Student: Any person between the ages of 6 and 17 years. May be defined locally as long as it is consistent.

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: 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.

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.

Passenger Trips (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.

Passenger Trips: A trip is one passenger making a one-way trip from origin to destination. For example, if a passenger travels from home to the store, then from the store to the library and then returns home, that is three trips. Trips should be counted regardless of whether an individual fare is collected for each leg of the travel.

Passenger trips may only be counted in one category. If a passenger falls in to more than one category, make a determination which one to use and be consistent throughout.

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

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.

APPENDIX D – Transit Funding in Minnesota

Transit funding is comprised of:

- Federal Transit Funding
- 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

PROGRAM	DESCRIPTION	2017 TOTAL	% OF GRAND TOTAL
5307	Urbanized Area Formula Program: Operating and capital assistance for public transportation in urban areas (including Duluth, East Grand Forks, La Crescent, Mankato, Moorhead, Rochester, St. Cloud and metropolitan Twin Cities.)	$63,248,281	43.23%
5310	Elderly Individuals and Individuals with Disabilities Program: Capital and operating assistance grants for organizations that serve elderly and/or persons with disabilities	$3,846,676	2.63%
5311	Non-urbanized Area Formula Program: Capital and operating funding for small urban and rural areas; includes intercity bus transportation	$15,863,833	10.84%
5311(b)(3)	Rural Transit Assistance Program: Research, training and technical assistance for transit operators in non-urbanized areas	$249,893	0.17%
5311(c)	Public Transportation on Indian Reservations: Capital and operating funding for tribes	$2,044,800	1.40%
5337	State of Good Repair Program: Funding to upgrade rail transit systems and high-intensity motor bus systems that use high-occupancy vehicle lanes, includes bus rapid transit	$15,313,475	10.47%
5339	Bus and Bus Facilities Program: Funding to assist in procurement or construction of vehicles and facilities	$7,068,088	4.83%
FHWA Flexible Funds	Congestion Mitigation and Air Quality: Funding for transit capital projects	$23,765,609	16.2%
	Surface Transportation Program: Funding for transit capital projects in Minnesota	$3,014,400	2.06%

Transit services have received funding from the state's general fund every year for decades. Recent general fund appropriations:

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MnDOT Transit Funding

	Actual				Forecast			
	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
General Fund	$ 16	$ 23	$ 20	$ 20	$ 1	$ 17	$ 17	$ 17
Transit Assistance Fund								
Motor Vehicle Sales Tax	26	28	29	30	31	32	33	34
Motor Vehicle Lease Tax	23	23	29	33	37	37	38	38
Total Funding*	$ 64	$ 74	$ 77	$ 83	$ 68	$ 87	$ 88	$ 89

General Fund Appropriations

Transit services have received funding from the state's general fund every year for decades. Recent general fund appropriations:

Greater Minnesota Transit

FY14 - $16,451,000 FY15 - $16,470,000

FY16 - $19,745,000 FY17 - $19,745,000

FY18 - $ 570,000 FY19 - $17,395,000

FY20 (Base) $17,245,000 FY21 (Base) $17,245,000

Transit Assistance Fund

The Transit Assistance Fund (TAF) receives revenue from the Motor Vehicle Sales Tax (MVST) and Motor Vehicle Lease Sales Tax (MVLST). The MVST appropriation must be at least 40 percent of the total revenue according to the Minnesota Constitution, and is currently set at 40 percent by statute (Minn. Stat. 297B.09). Of this revenue, 90 percent is allocated to metropolitan transit (36 percent of total MVST) and 10 percent is allocated to Greater Minnesota Transit (4 percent of total MVST).

As of FY 2018, all revenue from the MVLST is reallocated for transportation purposes. **38 percent of all MVLST revenue will be allocated to the Transit Assistance Fund for Greater Minnesota Transit**. Previously, the fund received 50 percent of the total MVLST revenues above the first $32 million that was dedicated to the General Fund. Table 2

shows the Transit Assistance Fund revenue received from the MVST and MVLST and distributed to Greater Minnesota Transit (MnDOT) and to the Metro Council.

Table 2: Transit Assistance Fund - Revenues and Expenditures 2009 - 2018

		Expenditures		
Year	Revenues	Total	Greater MN Transit	Metro Council
FY 2009	$130,333,000	$129,935,000	$7,333,000	$122,602,000
FY 2010	$162,777,000	$156,136,000	$14,216,000	$141,920,000
FY 2011	$202,570,000	$203,849,000	$26,671,000	$177,178,000
FY 2012	$232,866,000	$223,254,000	$22,043,000	$201,210,000
FY 2013	$253,552,000	$234,570,000	$23,641,000	$210,929,000
FY 2014	$278,721,000	$281,527,000	$46,612,000	$234,915,000
FY 2015	$300,967,000	$282,752,000	$29,821,000	$252,931,000
FY 2016 Enacted	$310,381,000	$341,877,000	$84,809,000	$257,068,000
FY 2017 Enacted	$335,888,000	$333,568,000	$55,632,000	$277,936,000
FY 2018 Enacted	$358,863,000	$356,503,000	$60,013,000	$296,490,000

Source: 2012 - 2018, Consolidated Fund Statement - 2018 February Forecast. (March 15, 2018) https://mn.gov/mmb/assets/cfs-feb18fcst_tcm1059-330451.pdf

The source for the years 2009 through 2011, is fund balance documents issued at that time.

Local Revenues

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 follows:

- Elderly and disabled: 15%
- Rural (population less than 2,500): 15%
- Small urban (population 2,500 - 50,000): 20%
- Urbanized (population more than 50,000): 20%

State and federal funding for public transit should cover the remaining 80 or 85 percent of operating costs awarded through the Public Transit Participation Program. In reality, the percentage of total funds spent on transit that are provided locally are higher than the mandated local share. Local revenue sources to provide the required local match in Greater Minnesota include:

- Farebox recovery
- Local property taxes
- Local sales taxes
- Contract revenue
- Advertising revenue

Transit systems in Greater Minnesota often provide additional service that is not recognized in the funding formula and so the total percentage of local funding for transit service in Greater Minnesota is more than 20%.

Local Option Sales Tax – Background: During the 2008 legislative session, legislation was adopted in the comprehensive transportation funding bill – Chapter 152 – authorizing Minnesota counties to adopt a local option sales tax up to ½ cent for highway and transit purposes, in addition to the statewide general sales tax rate of 6.5%. Legislation passed in 2013 removed the requirement for a local referendum so county boards are able to use the tax through passage of a county board resolution after having a public hearing and identifying the projects that will be funded with the sales tax revenue.

Dedication: Current law requires that the proceeds of a local option sales tax be dedicated exclusively to:

1) Payment of the capital cost of a specific transportation project or improvement
2) Payment of the costs, which may include both capital and operating costs, of a specific transit project or improvement
3) Payment of the capital costs of the Safe Routes to School program under Minnesota Statutes,
Section 174.40
4) Payment of transit operating costs

Current Rate: Thirty-five of Minnesota's 87 counties have adopted the tax, nearly all of them (32) have adopted a local option rate of 0.5%. The other three counties have adopted a 0.25% rate.

State Statute MS174.24 Public Transit Participation Program

Subd. 3b.Operating assistance; recipient classifications. (a) The commissioner shall determine the total operating cost of any public transit system receiving or applying for assistance in accordance with generally accepted accounting principles. To be eligible for financial assistance, an applicant or recipient shall provide to the commissioner all financial records and other information and shall permit any inspection reasonably necessary to determine total operating cost and correspondingly the amount of assistance that may be paid to the applicant or recipient. Where more than one county

or municipality contributes assistance to the operation of a public transit system, the commissioner shall identify one as lead agency for the purpose of receiving money under this section.

(b) Prior to distributing operating assistance to eligible recipients for any contract period, the commissioner shall place all recipients into one of the following classifications: urbanized area service, small urban area service, rural area service, and elderly and disabled service.

(c) The commissioner shall distribute funds under this section so that the percentage of total contracted operating cost paid by any recipient from local sources will not exceed the percentage for that recipient's classification, except as provided in this subdivision. The percentages must be:

(1) for urbanized area service and small urban area service, 20 percent;

(2) for rural area service, 15 percent; and

(3) for elderly and disabled service, 15 percent.

Except as provided in a United States Department of Transportation program allowing or requiring a lower percentage to be paid from local sources, the remainder of the recipient's total contracted operating cost will be paid from state sources of funds less any assistance received by the recipient from the United States Department of Transportation.

(d) For purposes of this subdivision, "local sources" means all local sources of funds and includes all operating revenue, tax levies, and contributions from public funds, except that the commissioner may exclude from the total assistance contract revenues derived from operations the cost of which is excluded from the computation of total operating cost.

(e) If a recipient informs the commissioner in writing after the establishment of these percentages but prior to the distribution of financial assistance for any year that paying its designated percentage of total operating cost from local sources will cause undue hardship, the commissioner may reduce the percentage to be paid from local sources by the recipient and increase the percentage to be paid from local sources by one or more other recipients inside or outside the classification. However, the commissioner may not reduce or increase any recipient's percentage under this paragraph for more than two years successively. If for any year the funds appropriated to the commissioner to carry out the purposes of this section are insufficient to allow the commissioner to pay the state share of total operating cost as provided in this paragraph, the commissioner shall reduce the state share in each classification to the extent necessary.

APPENDIX E – Financial Templates

Line Item	Operating Expenses	2017 Total Budget (actual)	2017 (local match)	2018 total Budget (actual)	2018 (local match)	2019 total budget (Projected)	2019 Local match	Cost Factor **	Inflation Factor (3% per year)	2020 total projected	2020 (projected local match)	2021 total projected	2021 (projected local match)	2022	2022 (local match)	2023	2023 (local match)	2024	2024 (local match)	2025	2025 (local match)
1010	Admin, Management & Supervisory Salaries	$ 154,898.00	$ 30,979.60	$ 185,000.00	$ 37,000.00	$ 162,644.18	$ 32,528.84	Fixed		$ 198,065.26	$ 39,613.05	$ 220,296.56	$ 44,059.31	$ 243,560.40	$ 48,712.08	$ 268,276.23	$ 53,655.25	$ 278,453.84	$ 55,690.77	$ 286,807.45	$ 57,361.49
1020	Operator's Wages	$ 749,148.00	$ 149,829.60	$ 833,000.00	$ 166,600.00	$ 758,181.28	$ 151,636.26	$ / Hour		$ 923,300.05	$ 184,660.01	$ 1,026,933.37	$ 205,386.67	$ 1,135,379.94	$ 227,075.99	$ 1,250,595.16	$ 250,119.03	$ 1,298,039.02	$ 259,607.80	$ 1,336,980.19	$ 267,396.04
1030	Vehicle Maintenance and Repair Wages	$ -	$ -	$ -	$ -	$ -	$ -	$ / Mile		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
1040	General Office Support Wages	$ 207,033.00	$ 41,406.60	$ 230,000.00	$ 46,000.00	$ 209,434.47	$ 41,886.89	Fixed		$ 255,045.68	$ 51,009.14	$ 283,672.59	$ 56,734.52	$ 313,629.08	$ 62,725.82	$ 345,455.29	$ 69,091.06	$ 358,560.84	$ 71,712.17	$ 369,317.66	$ 73,863.53
1050	Operations Support Wages	$ 124,715.00	$ 24,943.00	$ 110,000.00	$ 22,000.00	$ 113,013.29	$ 22,602.66	Fixed		$ 137,625.63	$ 27,525.13	$ 153,073.05	$ 30,614.61	$ 169,237.92	$ 33,847.58	$ 186,411.72	$ 37,282.34	$ 193,483.62	$ 38,696.72	$ 199,288.13	$ 39,857.63
1060	Fringe Benefits	$ 351,377.00	$ 70,275.40	$ 380,000.00	$ 76,000.00	$ 350,683.18	$ 70,136.64	variable		$ 427,055.91	$ 85,411.18	$ 474,989.65	$ 94,997.93	$ 525,149.67	$ 105,029.93	$ 578,440.41	$ 115,688.08	$ 600,384.72	$ 120,076.94	$ 618,396.26	$ 123,679.25
Personnel Services	Total 1000 (1010 - 1060)																				
1110	Management Fees	$ -	$ -	$ -	$ -	$ -	$ -	Variable		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
1120	Drug and Alcohol Testing and Administration Fee Expenses	$ 2,193.00	$ 438.60	$ 2,100.00	$ 420.00	$ 2,063.57	$ 412.71	Variable		$ 2,512.98	$ 502.60	$ 2,795.04	$ 559.01	$ 3,090.21	$ 618.04	$ 3,403.79	$ 680.76	$ 3,532.92	$ 706.58	$ 3,638.91	$ 727.78
1130	Advertising, Marketing and Promotional Charges	$ 10,640.00	$ 2,128.00	$ 17,945.00	$ 3,589.00	$ 13,584.04	$ 2,716.81	Variable		$ 16,542.41	$ 3,308.48	$ 18,399.17	$ 3,679.83	$ 20,342.16	$ 4,068.43	$ 22,406.43	$ 4,481.29	$ 23,256.46	$ 4,651.29	$ 23,954.16	$ 4,790.83
1140	Legal, Auditing, and Other Professional Fees	$ 17,639.00	$ 3,527.80	$ 10,750.00	$ 2,150.00	$ 13,769.82	$ 2,753.96	Variable		$ 16,768.65	$ 3,353.73	$ 18,650.80	$ 3,730.16	$ 20,620.37	$ 4,124.07	$ 22,712.86	$ 4,542.57	$ 23,574.52	$ 4,714.90	$ 24,281.76	$ 4,856.35
1150	Staff Development Costs	$ 24,393.00	$ 4,878.60	$ 25,950.00	$ 5,190.00	$ 24,146.78	$ 4,829.36	Variable		$ 29,405.54	$ 5,881.11	$ 32,706.08	$ 6,541.22	$ 36,159.92	$ 7,231.98	$ 39,829.33	$ 7,965.87	$ 41,340.34	$ 8,268.07	$ 42,580.55	$ 8,516.11
1160	Office Supplies	$ 12,575.00	$ 2,515.00	$ 15,050.00	$ 3,010.00	$ 13,218.24	$ 2,643.65	Variable		$ 16,096.95	$ 3,219.39	$ 17,903.71	$ 3,580.74	$ 19,794.38	$ 3,958.88	$ 21,803.06	$ 4,360.61	$ 22,630.20	$ 4,526.04	$ 23,309.11	$ 4,661.82
1170	Leases and Rentals - Administrative Facilities	$ 3,543.00	$ 708.60	$ -	$ -	$ 1,771.41	$ 354.28	Variable		$ 2,157.20	$ 431.44	$ 2,399.32	$ 479.86	$ 2,652.70	$ 530.54	$ 2,921.89	$ 584.38	$ 3,032.74	$ 606.55	$ 3,123.72	$ 624.74
1180	Utilities	$ 57,800.00	$ 11,560.00	$ 44,000.00	$ 8,800.00	$ 49,162.12	$ 9,832.42	Variable		$ 59,868.78	$ 11,973.76	$ 66,588.59	$ 13,317.72	$ 73,620.50	$ 14,724.10	$ 81,091.31	$ 16,218.26	$ 84,167.67	$ 16,833.53	$ 86,692.70	$ 17,338.54
1190	Other Direct Administrative Charges	$ 45,410.00	$ 9,082.00	$ 58,000.00	$ 11,600.00	$ 49,414.92	$ 9,882.98	Variable		$ 60,176.63	$ 12,035.33	$ 66,930.99	$ 13,386.20	$ 73,999.06	$ 14,799.81	$ 81,508.28	$ 16,301.66	$ 84,600.47	$ 16,920.09	$ 87,138.48	$ 17,427.70
Administrative Charges	Total 1100 (1110 - 1190)							Variable													
1210	Fuel	$ 147,940.00	$ 29,588.00	$ 177,000.00	$ 35,400.00	$ 155,481.07	$ 31,096.21	$/mile		$ 189,342.15	$ 37,868.43	$ 210,594.35	$ 42,118.87	$ 232,833.61	$ 46,566.72	$ 256,460.92	$ 51,292.18	$ 266,190.28	$ 53,238.06	$ 274,175.99	$ 54,835.20
1220	Preventive Maintenance (PM) Labor, Parts and Material Expenses (Vehicles)	$ 24,142.00	$ 4,828.40	$ 22,000.00	$ 4,400.00	$ 22,202.18	$ 4,440.44	$ / Mile		$ 27,037.43	$ 5,407.49	$ 30,072.17	$ 6,014.43	$ 33,247.86	$ 6,649.57	$ 36,621.76	$ 7,324.35	$ 38,011.08	$ 7,602.22	$ 39,151.42	$ 7,830.28
1230	Corrective Maintenance (CM) Labor, Parts and Materials Expense (Vehicles)	$ 114,300.00	$ 22,860.00	$ 135,000.00	$ 27,000.00	$ 119,319.42	$ 23,863.88	$ / Mile		$ 145,305.13	$ 29,061.03	$ 161,614.51	$ 32,322.90	$ 178,681.38	$ 35,736.28	$ 196,813.47	$ 39,362.69	$ 204,279.99	$ 40,856.00	$ 210,408.39	$ 42,081.68
1240	Tires	$ 19,683.00	$ 3,936.60	$ 7,800.00	$ 1,560.00	$ 13,433.19	$ 2,686.64	$ / Mile		$ 16,358.71	$ 3,271.74	$ 18,194.85	$ 3,638.97	$ 20,116.26	$ 4,023.25	$ 22,157.61	$ 4,431.52	$ 22,998.20	$ 4,599.64	$ 23,688.15	$ 4,737.63
1250	Other Vehicle Charges	$ 27,320.00	$ 5,464.00	$ 15,000.00	$ 3,000.00	$ 20,567.35	$ 4,113.47	$ / Mile		$ 25,046.57	$ 5,009.31	$ 27,857.85	$ 5,571.57	$ 30,799.71	$ 6,159.94	$ 33,925.18	$ 6,785.04	$ 35,212.20	$ 7,042.44	$ 36,268.56	$ 7,253.71
Vehicle Charges	Total 1200 (1210 - 1250)																				
1310	Purchase of Service	$ -	$ -	$ -	$ -	$ -	$ -	$ / Hour		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
1330	Mileage Reimbursement for Public Transit Service	$ -	$ -	$ -	$ -	$ -	$ -	Fixed		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
1340	Repair and Maintenance of Other Property	$ 25,700.00	$ 5,140.00	$ 13,000.00	$ 2,600.00	$ 18,836.32	$ 3,767.26	Variable		$ 22,938.55	$ 4,587.71	$ 25,513.23	$ 5,102.65	$ 28,207.48	$ 5,641.50	$ 31,069.90	$ 6,213.98	$ 32,248.60	$ 6,449.72	$ 33,216.06	$ 6,643.21
1350	Leases and Rentals of Facilities or Equipment	$ 13,235.00	$ 2,647.00	$ 15,000.00	$ 3,000.00	$ 13,525.20	$ 2,705.04	Variable		$ 16,470.76	$ 3,294.15	$ 18,319.47	$ 3,663.89	$ 20,254.05	$ 4,050.81	$ 22,309.37	$ 4,461.87	$ 23,155.73	$ 4,631.15	$ 23,850.40	$ 4,770.08
1360	Other Operations Charges	$ 9,773.66	$ 1,954.73	$ 33,200.00	$ 6,640.00	$ 20,176.35	$ 4,035.27	$ / Hour		$ 24,570.41	$ 4,914.08	$ 27,328.25	$ 5,465.65	$ 30,214.18	$ 6,042.84	$ 33,280.23	$ 6,656.05	$ 34,542.78	$ 6,908.56	$ 35,579.07	$ 7,115.81
Operation Charges	Total 1300 (1310 - 1360)																				
1410	Public Liability and Property Damage on Vehicles	$ 17,970.00	$ 3,594.00	$ 19,000.00	$ 3,800.00	$ 17,734.72	$ 3,546.94	Fixed		$ 21,597.04	$ 4,319.41	$ 24,021.14	$ 4,804.23	$ 26,557.83	$ 5,311.57	$ 29,252.85	$ 5,850.57	$ 30,362.61	$ 6,072.52	$ 31,273.49	$ 6,254.70
1420	Public Liability and Property Damage - Other than on Vehicles	$ 6,553.00	$ 1,310.60	$ 5,600.00	$ 1,120.00	$ 5,855.34	$ 1,171.07	Fixed		$ 7,130.53	$ 1,426.11	$ 7,930.87	$ 1,586.17	$ 8,768.39	$ 1,753.68	$ 9,658.18	$ 1,931.64	$ 10,024.59	$ 2,004.92	$ 10,325.32	$ 2,065.06
Operation Charges	Total 1400 (1410 - 1420)																				
1510	Vehicle Registration and Permit Fees	$ 1,149.00	$ 229.80	$ 500.00	$ 100.00	$ 804.74	$ 160.95	Fixed		$ 980.00	$ 196.00	$ 1,089.99	$ 218.00	$ 1,205.10	$ 241.02	$ 1,327.39	$ 265.48	$ 1,377.75	$ 275.55	$ 1,419.08	$ 283.82
1520	Federal Fuel and Lubricant Taxes and Excise Taxes on Tires	$ -	$ -	$ -	$ -	$ -	$ -	Fixed		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
1540	Other Taxes and Fees	$ -	$ -	$ -	$ -	$ -	$ -	Fixed		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Taxes and Fees	Total 1500 (1510 - 1540)																				
1594	Fuel Tax Refunds	$ 28,783.00		$ 32,000.00				Fixed													
1596	Insurance Reimbursement	$ 4,529.00		$ 6,000.00				Fixed													
TOTAL OPERATING BUDGET		$2,135,817.66	$ 433,825.93	$ 2,316,895.00	$ 470,979.00	$ 2,169,023.20	$ 433,804.64			$ 2,641,398.93	$ 528,279.79	$ 2,937,875.61	$ 587,575.12	$ 3,248,122.18	$ 649,624.44	$ 3,577,732.62	$ 715,546.52	$ 3,713,461.16	$ 742,692.23	$ 3,824,864.99	$ 764,973.00

Line item description	Line Item	Operating Expenses	2017 Total Budget (actual)	2017 (local match)	2018 total Budget (actual)	2018 (local match)	2019 total budget (Projected)	2019 Local match	Cost Factor **	Inflation Factor (3% per year)	2020 total projected	2020 (projected local match)	2021 total projected	2021 (projected local match)	2022	2022 (local match)	2023	2023 (local match)	2024	2024 (local match)	2025	2025 (local match)
The amount paid to all employees of the transit system who are classified as managers, supervisors, coordinators, or administrators.	1010	Admin, Management & Supervisory Salaries	$ 154,898.00	$ 30,979.60	$ 185,000.00	$ 37,000.00	$ 162,644.18	$ 32,528.84	Fixed		$ 198,065.26	$ 39,613.05	$ 220,437.84	$ 44,087.57	$ 244,008.13	$ 48,801.63	$ 268,737.40	$ 53,747.48	$ 281,636.34	$ 56,327.27	$ 290,085.43	$ 58,017.09
Amount paid to all employees of the transit system who are classified as vehicle operators.	1020	Operator's Wages	$ 749,148.00	$ 149,829.60	$ 833,000.00	$ 166,600.00	$ 758,181.28	$ 151,636.26	$ / Hour		$ 923,300.05	$ 184,660.01	$ 1,027,591.94	$ 205,518.39	$ 1,137,467.10	$ 227,493.42	$ 1,252,744.93	$ 250,548.99	$ 1,312,874.58	$ 262,574.92	$ 1,352,260.82	$ 270,452.16
Labor charges for the performance of routine maintenance and repair on vehicles and equipment required to operate the transit system. Only include wages of maintenance personnel employed by the transit system.	1030	Vehicle Maintenance and Repair Wages	$ -	$ -	$ -	$ -	$ -	$ -	$ / Mile		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
The amount paid to all employees of the transit system who are classified as General Office Support and provide less than half their time to operations support, e.g., clerical, bookkeepers, training and safety instructors.	1040	General Office Support Wages	$ 207,033.00	$ 41,406.60	$ 230,000.00	$ 46,000.00	$ 209,434.47	$ 41,886.89	Fixed		$ 255,045.68	$ 51,009.14	$ 283,854.51	$ 56,770.90	$ 314,205.62	$ 62,841.12	$ 346,049.13	$ 69,209.83	$ 362,658.91	$ 72,531.78	$ 373,538.67	$ 74,707.73
The amount paid to all employees of the transit system who support the daily operations of the transit system, e.g., dispatchers or call takers.	1050	Operations Support Wages	$ 124,715.00	$ 24,943.00	$ 110,000.00	$ 22,000.00	$ 113,013.29	$ 22,602.66	Fixed		$ 137,625.63	$ 27,525.13	$ 153,171.21	$ 30,634.24	$ 169,549.03	$ 33,909.81	$ 186,732.16	$ 37,346.43	$ 195,694.99	$ 39,139.00	$ 201,565.84	$ 40,313.17
The cost of providing fringe benefits for active and retired employees of the transit system, including pension benefits, vacation and sick leave benefits, social security taxes, worker's compensation insurance, unemployment insurance, life insurance, and first party medical coverage. *If the organization consolidates all fringe benefits and supplies a percentage of gross wages for each job category, supply that percentage in lieu of listing each type of benefit.*	1060	Fringe Benefits	$ 351,377.00	$ 70,275.40	$ 380,000.00	$ 76,000.00	$ 350,683.18	$ 70,136.64	variable		$ 427,055.91	$ 85,411.18	$ 475,294.26	$ 95,058.85	$ 526,115.05	$ 105,223.01	$ 579,434.74	$ 115,886.95	$ 607,246.64	$ 121,449.33	$ 625,464.04	$ 125,092.81
The total of personnel services expenses of lines 1010 thru 1060	**Personnel Services**	Total 1000 (1010 - 1060)																				
The amount paid for the professional services provided by a management service company engaged contractually to provide operating management to the transit system.	1110	Management Fees	$ -	$ -	$ -	$ -	$ -	$ -	Variable		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Include all non-wage expenses associated with Drug and Alcohol Testing and Administration.	1120	Drug and Alcohol Testing and Administration Fee Expenses	$ 2,193.00	$ 438.60	$ 2,100.00	$ 420.00	$ 2,063.57	$ 412.71	Variable		$ 2,512.98	$ 502.60	$ 2,796.83	$ 559.37	$ 3,095.89	$ 619.18	$ 3,409.64	$ 681.93	$ 3,573.30	$ 714.66	$ 3,680.50	$ 736.10
This line includes the cost of advertising and promoting the transit system.	1130	Advertising, Marketing and Promotional Charges	$ 10,640.00	$ 2,128.00	$ 17,945.00	$ 3,589.00	$ 13,584.04	$ 2,716.81	Variable		$ 16,542.41	$ 3,308.48	$ 18,410.97	$ 3,682.19	$ 20,379.56	$ 4,075.91	$ 22,444.94	$ 4,488.99	$ 23,522.26	$ 4,704.45	$ 24,227.93	$ 4,845.59
Includes attorney fees and expenses, court costs, witness fees, and fees for accounting and auditing services rendered by individuals or firms other than employees of the transit system for the purpose of maintaining continuing operations of the transit system, such as, accident claims, defending workers' compensation claims or other items directly related to the Management Plan. Also includes other professional fees such as fees paid for planning, engineering, or other consulting services necessary to the continuing operation of the transit system.	1140	Legal, Auditing, and Other Professional Fees	$ 17,639.00	$ 3,527.80	$ 10,750.00	$ 2,150.00	$ 13,769.82	$ 2,753.96	Variable		$ 16,768.65	$ 3,353.73	$ 18,662.76	$ 3,732.55	$ 20,658.27	$ 4,131.65	$ 22,751.91	$ 4,550.38	$ 23,843.96	$ 4,768.79	$ 24,559.28	$ 4,911.86
Include costs associated with the licensing and training of personnel, e.g., CDL license costs, class fees and conference fees and attendance costs not from wages.	1150	Staff Development Costs	$ 24,393.00	$ 4,878.60	$ 25,950.00	$ 5,190.00	$ 24,146.78	$ 4,829.36	Variable		$ 29,405.54	$ 5,881.11	$ 32,727.06	$ 6,545.41	$ 36,226.39	$ 7,245.28	$ 39,897.80	$ 7,979.56	$ 41,812.82	$ 8,362.56	$ 43,067.21	$ 8,613.44
These are the cost of office supplies and materials and printing and photocopying charges, which are solely attributable to and necessary for the operation of the transit system.	1160	Office Supplies	$ 12,575.00	$ 2,515.00	$ 15,050.00	$ 3,010.00	$ 13,218.24	$ 2,643.65	Variable		$ 16,096.95	$ 3,219.39	$ 17,915.19	$ 3,583.04	$ 19,830.77	$ 3,966.15	$ 21,840.54	$ 4,368.11	$ 22,888.85	$ 4,577.77	$ 23,575.51	$ 4,715.10
These are leases and rentals of such items as land, buildings, office equipment and furnishings that are used for performing the general administrative functions of the transit system.	1170	Leases and Rentals - Administrative Facilities	$ 3,543.00	$ 708.60	$ -	$ -	$ 1,771.41	$ 354.28	Variable		$ 2,157.20	$ 431.44	$ 2,400.86	$ 480.17	$ 2,657.58	$ 531.52	$ 2,926.91	$ 585.38	$ 3,067.40	$ 613.48	$ 3,159.42	$ 631.88
Include the cost of utilities such as gas, electricity, water, trash collection, communication services and janitorial services performed by an outside organization.	1180	Utilities	$ 57,800.00	$ 11,560.00	$ 44,000.00	$ 8,800.00	$ 49,162.12	$ 9,832.42	Variable		$ 59,868.78	$ 11,973.76	$ 66,631.29	$ 13,326.26	$ 73,755.84	$ 14,751.17	$ 81,230.70	$ 16,246.14	$ 85,129.64	$ 17,025.93	$ 87,683.53	$ 17,536.71
Include other administrative charges necessary for the continuing operation of the transit system such as mileage reimbursement for transit support vehicles, physical examinations, and membership fees for transit associations and subscriptions to transit publications.	1190	Other Direct Administrative Charges	$ 45,410.00	$ 9,082.00	$ 58,000.00	$ 11,600.00	$ 49,414.92	$ 9,882.98	Variable		$ 60,176.63	$ 12,035.33	$ 66,973.92	$ 13,394.78	$ 74,135.10	$ 14,827.02	$ 81,648.40	$ 16,329.68	$ 85,567.38	$ 17,113.48	$ 88,134.40	$ 17,626.88
	Administrative Charges	Total 1100 (1110 - 1190)							Variable													
Include cost of gasoline, diesel fuel or alternative fuel used by revenue and service vehicles. Effective January 1, 1991, transit systems receiving financial assistance from Mn/DOT are exempt from paying state fuel tax as stated in Minnesota Statute 296.02, Subd. 1a. *Fuel tax will be shown as a contra-expense in Line Item 1594 Fuel Tax Refunds.*	1210	Fuel	$ 147,940.00	$ 29,588.00	$ 177,000.00	$ 35,400.00	$ 155,481.07	$ 31,096.21	$/mile		$ 189,342.15	$ 37,868.43	$ 210,729.41	$ 42,145.88	$ 233,261.63	$ 46,652.33	$ 256,901.78	$ 51,380.36	$ 269,232.63	$ 53,846.53	$ 277,309.61	$ 55,461.92
Include the cost of parts, materials, lubricants and supplies used in preventive maintenance of transit service vehicles.	1220	Preventive Maintenance (PM) Labor, Parts and Material Expenses (Vehicles)	$ 24,142.00	$ 4,828.40	$ 22,000.00	$ 4,400.00	$ 22,202.18	$ 4,440.44	$ / Mile		$ 27,037.43	$ 5,407.49	$ 30,091.46	$ 6,018.29	$ 33,308.98	$ 6,661.80	$ 36,684.72	$ 7,336.94	$ 38,445.52	$ 7,689.10	$ 39,598.89	$ 7,919.78
The cost for vehicle repair service.	1230	Corrective Maintenance (CM) Labor, Parts and Materials Expense (Vehicles)	$ 114,300.00	$ 22,860.00	$ 135,000.00	$ 27,000.00	$ 119,319.42	$ 23,863.88	$ / Mile		$ 145,305.13	$ 29,061.03	$ 161,718.15	$ 32,343.63	$ 179,009.85	$ 35,801.97	$ 197,151.79	$ 39,430.36	$ 206,614.75	$ 41,322.95	$ 212,813.19	$ 42,562.64
Includes all costs of tires and tubes used on revenue and service equipment, including the cost of recapping and the rental costs for tires and tubes.	1240	Tires	$ 19,683.00	$ 3,936.60	$ 7,800.00	$ 1,560.00	$ 13,433.19	$ 2,686.64	$ / Mile		$ 16,358.71	$ 3,271.74	$ 18,206.51	$ 3,641.30	$ 20,153.24	$ 4,030.65	$ 22,195.70	$ 4,439.14	$ 23,261.05	$ 4,652.21	$ 23,958.88	$ 4,791.78
Includes the cost of first aid equipment, fire extinguishers, and other emergency equipment required for vehicles, and the cost of non-capitalized vehicle improvements, which do not remake a vehicle or appreciably extend its useful life. Logos applied to a new vehicle after delivery should be charged to this line item.	1250	Other Vehicle Charges	$ 27,320.00	$ 5,464.00	$ 15,000.00	$ 3,000.00	$ 20,567.35	$ 4,113.47	$ / Mile		$ 25,046.57	$ 5,009.31	$ 27,875.72	$ 5,575.14	$ 30,856.33	$ 6,171.27	$ 33,983.49	$ 6,796.70	$ 35,614.65	$ 7,122.93	$ 36,683.08	$ 7,336.62
	Vehicle Charges	Total 1200 (1210 - 1250)																				
The cost of having a contractor operate the project service with the cost established through competitive procurement procedures, a negotiated contract with the prime contractor in bid situations when only one bid is received or through a negotiated subcontract in a no bid situation.	1310	Purchase of Service	$ -	$ -	$ -	$ -	$ -	$ -	$ / Hour		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
This includes volunteer driver mileage reimbursement for public transit services, mileage reimbursement for transit personnel using private vehicles for emergency replacement of passenger transport in the event of mechanical breakdown of transit vehicles.	1330	Mileage Reimbursement for Public Transit Service	$ -	$ -	$ -	$ -	$ -	$ -	Fixed		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Includes all material costs associated with the upkeep and repair of buildings, grounds, and non-revenue equipment owned or leased by the transit company, and miscellaneous expenses such as small tool replacement, supplies used for cleaning and for general shop and garage purposes.	1340	Repair and Maintenance of Other Property	$ 25,700.00	$ 5,140.00	$ 13,000.00	$ 2,600.00	$ 18,836.32	$ 3,767.26	Variable		$ 22,938.55	$ 4,587.71	$ 25,529.59	$ 5,105.92	$ 28,259.34	$ 5,651.87	$ 31,123.31	$ 6,224.66	$ 32,617.18	$ 6,523.44	$ 33,595.69	$ 6,719.14
Includes leases and rental of garages, depots, passenger vehicles, service vehicles, passenger stations, communication equipment, computers, etc. used in the operation of the transit system with allowability based on reasonableness of rates and evidence that the lease will not give rise to material equity in the property.	1350	Leases and Rentals of Facilities or Equipment	$ 13,235.00	$ 2,647.00	$ 15,000.00	$ 3,000.00	$ 13,525.20	$ 2,705.04	Variable		$ 16,470.76	$ 3,294.15	$ 18,331.22	$ 3,666.24	$ 20,291.28	$ 4,058.26	$ 22,347.72	$ 4,469.54	$ 23,420.38	$ 4,684.08	$ 24,122.99	$ 4,824.60
The cost of such things as the purchase, rental, or cleaning of uniforms, tools and equipment, sanding and snowplow operations, passenger amenities and station agents	1360	Other Operations Charges	$ 9,773.66	$ 1,954.73	$ 33,200.00	$ 6,640.00	$ 20,176.35	$ 4,035.27	$ / Hour		$ 24,570.41	$ 4,914.08	$ 27,345.78	$ 5,469.16	$ 30,269.72	$ 6,053.94	$ 33,337.44	$ 6,667.49	$ 34,937.58	$ 6,987.52	$ 35,985.71	$ 7,197.14
	Operation Charges	Total 1300 (1310 - 1360)																				
Includes premiums paid to insure the transit system against loss through damage to its own property and to indemnify the transit system and all financial and operational participants against loss from liability for its acts which cause damage to the person or property of others.	1410	Public Liability and Property Damage on Vehicles	$ 17,970.00	$ 3,594.00	$ 19,000.00	$ 3,800.00	$ 17,734.72	$ 3,546.94	Fixed		$ 21,597.04	$ 4,319.41	$ 24,036.55	$ 4,807.31	$ 26,606.65	$ 5,321.33	$ 29,303.13	$ 5,860.63	$ 30,709.63	$ 6,141.93	$ 31,630.92	$ 6,326.18
Include charges other than on vehicles, including excess liability insurance, baggage and package express insurance and fire and theft insurance.	1420	Public Liability and Property Damage - Other than on Vehicles	$ 6,553.00	$ 1,310.60	$ 5,600.00	$ 1,120.00	$ 5,855.34	$ 1,171.07	Fixed		$ 7,130.53	$ 1,426.11	$ 7,935.96	$ 1,587.19	$ 8,784.51	$ 1,756.90	$ 9,674.79	$ 1,934.96	$ 10,139.16	$ 2,027.83	$ 10,443.33	$ 2,088.67
	Operation Charges	Total 1400 (1410 - 1420)																				
Vehicle registration and permit fees on all transit system and service vehicles.	1510	Vehicle Registration and Permit Fees	$ 1,149.00	$ 229.80	$ 500.00	$ 100.00	$ 804.74	$ 160.95	Fixed		$ 980.00	$ 196.00	$ 1,090.69	$ 218.14	$ 1,207.32	$ 241.46	$ 1,329.67	$ 265.93	$ 1,393.49	$ 278.70	$ 1,435.30	$ 287.06
Discuss this with your District Project Manager	1520	Federal Fuel and Lubricant Taxes and Excise Taxes on Tires	$ -	$ -	$ -	$ -	$ -	$ -	Fixed		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Include the transit share of any applicable real estate and property taxes and sales taxes.	1540	Other Taxes and Fees	$ -	$ -	$ -	$ -	$ -	$ -	Fixed		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Taxes and Fees	Total 1500 (1510 - 1540)																				
Refunds for fuel tax refunds are to be accounted in this line item as a NEGATIVE number.	1594	Fuel Tax Refunds	$ 28,783.00		$ 32,000.00				Fixed													
Any settlements received as the result of damage or loss to transit assets will be accounted for as a NEGATIVE expense in this line item.	1596	Insurance Reimbursement	$ 4,529.00		$ 6,000.00				Fixed													
	TOTAL OPERATING BUDGET		$2,135,817.66	$ 433,825.93	$ 2,316,895.00	$ 470,979.00	$ 2,169,023.20	$ 433,804.64			$ 2,641,398.93	$ 528,279.79	$ 2,939,759.66	$ 587,951.93	$ 3,254,093.17	$ 650,818.63	$ 3,583,882.74	$ 716,776.55	$ 3,755,903.09	$ 751,180.62	$ 3,868,580.18	$ 773,716.04
Total Operating Expenses: This total is obtained by adding the totals from Personnel Services (Line 1000), Administrative Charges (Line 1100), Vehicles Charges (Line 1200), Operations Charges (Line 1300), Insurance Charges (Line 1400) and Taxes and Fees (Line 1500).																						

Type	Veh ID	Counties	From	To	2019 Cities	2019 Service Type	2019 Annual Passener trips	2019 Annual Miles	2019 Annual Revenue Hours	2019 Annual Operating Cost	2019 Annual Passenger Revenue	2019 Passenger per hour	2019 Cost per passenger	2019 Cost per mile	2019 Revenue per passenger	2019 Cost per hour
Weekly	Sauk 1	Stearns	Sauk Centre	Sauk Centre	Sauk Centre	Demand Response	17000	20000	2500	$130,850.00	$21,250.00	7	$7.70	$6.54	$1.25	$52.34
Weekly	Sauk 2	Stearns	Sauk Centre	Sauk Centre	Melrose, Sauk Centre	Demand Response	14500	39000	1600	$83,744.00	$18,125.00	9	$5.78	$2.15	$1.25	$52.34
Weekly	Melrose	Stearns	Melrose	Sauk Centre	Melrose	Demand Response	10000	15000	1600	$83,744.00	$12,500.00	6	$8.37	$5.58	$1.25	$52.34
Weekly	Stearns	Stearns	Sauk Centre	St Cloud	Albany, Avon, F	Route Deviation	2500	6800	320	$16,748.80	$7,500.00	8	$6.70	$2.46	$3.00	$52.34
Weekly	DAR 2 (WAC2)Route Dev	Benton, Stearns	St Cloud	St Cloud	St Stephen	Route Deviation	7500	39000	1600	$83,744.00	$22,500.00	5	$11.17	$2.15	$3.00	$52.34
Weekly	LF 1	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	10500	20000	1700	$88,978.00	$13,125.00	6	$8.47	$4.45	$1.25	$52.34
Weekly	Albany	Stearns	Albany	Albany	Albany	Demand Response	480	2000	125	$6,542.50	$600.00	4	$13.63	$3.27	$1.25	$52.34
Weekly	Elk River 1	Sherburne	Elk River	Elk River	Elk River	Demand Response	12000	20000	2400	$125,616.00	$12,000.00	5	$10.47	$6.28	$1.00	$52.34
Weekly	LF1 Friday AM Route Deviati...	Morrison	Little Falls	Pierz	Pierz	Route Deviation	1000	1300	150	$7,851.00	$1,000.00	7	$7.85	$6.04	$1.00	$52.34
Weekly	Big Lake (Options) Route Dev	Sherburne	Waite Park	Big Lake	Becker, Big Lake, Monticello	Route Deviation	9000	30000	1995	$104,418.30	$27,000.00	5	$11.60	$3.48	$3.00	$52.34
Weekly	ER 2 (Func bus)	Sherburne	Waite Park	Waite Park	Monticello	Route Deviation	13000	51100	2500	$130,850.00	$16,250.00	5	$10.07	$2.56	$1.25	$52.34
Weekly	DAR 4 (Wac S)	Stearns	Waite Park	Paynesville	Kimball, Paynesville, Waite Park	Route Deviation	14400	42000	2200	$115,148.00	$43,200.00	7	$8.00	$2.74	$3.00	$52.34
Weekly	ER 3 (Options N)-Route Dev	Sherburne	Elk River	Elk River	Elk River, Princeton, Zimmerman	Route Deviation	10400	38000	2440	$127,709.60	$13,000.00	4	$12.28	$3.36	$1.25	$52.34
Weekly	LF 2	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	10000	20000	1900	$99,446.00	$12,500.00	5	$9.94	$4.97	$1.25	$52.34
Weekly	Morrison 1	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	8000	26500	2230	$116,718.20	$10,000.00	4	$14.59	$4.40	$1.25	$52.34
Weekly	ER4	Sherburne	Elk River	Elk River	Elk River	Demand Response	11340	27700	2535	$132,681.90	$14,175.00	4	$11.70	$4.79	$1.25	$52.34
Weekly	DAR 3 (WAC1) Route Dev	Stearns	St Cloud	St Cloud	Cold Spring, St. Josheph	Route Deviation	13350	31000	2525	$132,158.50	$40,050.00	5	$9.90	$4.26	$3.00	$52.34
Weekly	Foley Route Deviation	Benton	St Cloud	Foley	Foley	Route Deviation	270	1000	156	$8,165.04	$810.00	2	$30.24	$8.17	$3.00	$52.34
Weekly	DAR 1	Benton, Stearns	Waite Park	Waite Park	Cold Spring, Sauk rapids, St. cloud, St. Joseph	Demand Response	4700	25000	1400	$73,276.00	$14,100.00	3	$15.59	$2.93	$3.00	$52.34
Weekly	NSE Little Falls - Saturday	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	2384	5500	416	$35,002.24	$2,980.00	6	$14.68	$6.36	$1.25	$84.14
Weekly	NSE Little Falls LF1 AM	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	1488	3500	260	$16,070.60	$1,860.00	6	$10.80	$4.59	$1.25	$61.81
Weekly	NSE Little Falls LF2 PM	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	1488	3500	260	$16,070.60	$1,860.00	6	$10.80	$4.59	$1.25	$61.81
Weekly	NSE Sauk CNTR - Saturday	Stearns	Sauk Centre	Sauk Centre	Sauk Centre	Demand Response	1992	5500	416	$21,444.80	$2,490.00	5	$10.77	$3.90	$1.25	$51.55
Weekly	NSE Sauk CNTR AM	Stearns	Sauk Centre	Sauk Centre	Sauk Centre	Demand Response	1244	3500	260	$14,432.60	$1,555.00	5	$11.60	$4.12	$1.25	$55.51
Weekly	NSE Sauk CNTR PM	Stearns	Sauk Centre	Sauk Centre	Sauk Centre	Demand Response	1244	3500	260	$14,432.60	$1,555.00	5	$11.60	$4.12	$1.25	$55.51
Weekly	NSE Holdingford - Albany	Stearns	Holdingford	Albany	Holdingford	Demand Response	1040	3000	260	$12,194.00	$3,120.00	4	$11.73	$4.06	$3.00	$46.90
Monthly	Little Falls to St. Cloud Ro...	Morrison	Little Falls	St Cloud	Little Falls	Route Deviation	300	1100	77	$4,030.18	$900.00	4	$13.43	$3.66	$3.00	$52.34
Monthly	ER 2 Crossroads Trip Route D...	Sherburne	Elk River	St Cloud	Becker, Big lake, Elk river	Route Deviation	300	800	43	$2,250.62	$900.00	7	$7.50	$2.81	$3.00	$52.34
Monthly	ER 2 Zimm to ER Route Deviat...	Sherburne	Zimmerman	Elk River	Zimmerman	Route Deviation	150	270	48	$2,512.32	$450.00	3	$16.75	$9.30	$3.00	$52.34
Weekly	ml Mil-DAC AM	Mille Lacs	Milaca	Milaca	Milaca	Demand Response	2,500	960	252	$ 13,189.68	$ 7,500.00	$ 10.00	$ 5.28	$ 13.74	$ 3.00	$ 52.34
Weekly	ml Mil-DAC PM	Mille Lacs	Milaca	Milaca	Milaca	Route Deviation	2,078	1,616	315	$ 16,487.10	$ 6,234.00	$ 7.00	$ 7.93	$ 10.20	$ 3.00	$ 52.34
Weekly	ml MILACA	Mille Lacs	Milaca	Milaca	Bock,Milaca,Pease	Route Deviation	3,458	8,856	1,512	$ 79,138.08	$ 7,365.54	$ 2.00	$ 22.89	$ 8.94	$ 2.13	$ 52.34
Weekly	ml PRNCTN	Mille Lacs	Princeton	Princeton	Princeton	Route Deviation	4,322	11,926	1,512	$ 79,138.08	$ 5,402.50	$ 3.00	$ 18.31	$ 6.64	$ 1.25	$ 52.34
Weekly	ml PRNCTN C	Mille Lacs	Princeton	Princeton	Princeton	Route Deviation	5,976	19,920	1,494	$ 78,195.96	$ 7,470.00	$ 4.00	$ 13.09	$ 3.93	$ 1.25	$ 52.34
Weekly	ml PRN-C DAC AM	Mille Lacs	Milaca	Princeton	Cambridge,Milaca,Princeton	Route Deviation	3,674	8,820	504	$ 26,379.36	$ 11,022.00	$ 7.00	$ 7.18	$ 2.99	$ 3.00	$ 52.34
Weekly	ml PRN-C DAC PM	Mille Lacs	Princeton	Milaca	Cambridge,Milaca,Princeton	Route Deviation	3,624	8,820	504	$ 26,379.36	$ 10,872.00	$ 7.00	$ 7.28	$ 2.99	$ 3.00	$ 52.34
Weekly	ml PRN DAC AM1	Mille Lacs	Milaca	Princeton	Milaca,Princeton	Route Deviation	1,840	3,826	315	$ 16,487.10	$ 5,520.00	$ 6.00	$ 8.96	$ 4.31	$ 3.00	$ 52.34
Weekly	ml PRN DAC PM1	Mille Lacs	Princeton	Milaca	Milaca,Princeton	Route Deviation	1,812	5,550	252	$ 13,189.68	$ 5,436.00	$ 7.00	$ 7.28	$ 2.38	$ 3.00	$ 52.34
Weekly	ml Shop rte	Mille Lacs	Isle	Princeton	Bock,Isle,Milaca,Onamia,Pease,Princeton,Wahkon	Route Deviation	964	3,678	260	$ 13,608.40	$ 2,892.00	$ 4.00	$ 14.12	$ 3.70	$ 3.00	$ 52.34

Type	Veh ID	Counties	From	To	2019 Cities	2019 Service Type	2019 Cost per hour	2019 Annual Operating Cost	2019 Passenger per hour	2019 Annual Passener trips	2019 Annual Miles	2019 Annual Revenue Hours	2019 Daily Revenue Hours	Detailed Route hour changes (# hours added per day)	2020 Daily Revenue Hours	# Total Annual Expansion Revenue Hours	Projected Annual Cost for expansion hours ONLY	2020 Total hours (2019 + expansion)	2020 Projected total annual costs	Est. Passenger trips new service	2020 Total Revenue
Weekly	Sauk 1	Stearns	Sauk Centre	Sauk Centre	Sauk Centre	Demand Response	$52.3	$130,850.0	7.0	17,000.0	20,000.0	2,500.0	9.6	0.0	9.6	0.0	$0.0	2,500.0	$130,850.0	17,500.0	$21,875.00
Weekly	Sauk 2	Stearns	Sauk Centre	Sauk Centre	Melrose, Sauk Centre	Demand Response	$52.3	$83,744.0	9.0	14,500.0	39,000.0	1,600.0	6.1	0.0	6.1	0.0	$0.0	1,600.0	$83,744.0	14,400.0	$18,000.00
Weekly	Melrose	Stearns	Melrose	Sauk Centre	Melrose	Demand Response	$52.3	$83,744.0	6.0	10,000.0	15,000.0	1,600.0	6.1	3.8	9.9	978.8	$51,227.8	2,578.8	$134,971.8	15,472.5	$19,340.63
Weekly	Stearns	Stearns	Sauk Centre	St Cloud	Albany, Avon, Freeport, Melrose, St Joseph	Route Deviation	$52.3	$16,748.8	8.0	2,500.0	6,800.0	320.0	1.2	0.0	1.2	0.0	$0.0	320.0	$16,748.8	2,560.0	$7,680.00
Weekly	DAR 2 (WAC2)Route Dev	Benton, Stearns	St Cloud	St Cloud	St Stephen	Route Deviation	$52.3	$83,744.0	5.0	7,500.0	39,000.0	1,600.0	6.1	0.0	6.1	0.0	$0.0	1,600.0	$83,744.0	8,000.0	$24,000.00
Weekly	LF 1	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$52.3	$88,978.0	6.0	10,500.0	20,000.0	1,700.0	6.5	0.0	6.5	0.0	$0.0	1,700.0	$88,978.0	10,200.0	$12,750.00
Weekly	Albany	Stearns	Albany	Albany	Albany	Demand Response	$52.3	$6,542.5	4.0	480.0	2,000.0	125.0	0.5	0.0	0.5	0.0	$0.0	125.0	$6,542.5	500.0	$625.00
Weekly	Elk River 1	Sherburne	Elk River	Elk River	Elk River	Demand Response	$52.3	$125,616.0	5.0	12,000.0	20,000.0	2,400.0	9.2	0.0	9.2	0.0	$0.0	2,400.0	$125,616.0	12,000.0	$12,000.00
Weekly	*LF1 Friday AM Route Deviati...*	*Morrison*	*Little Falls*	*Pierz*	*Pierz*	*Route Deviation*	*$52.3*	*$7,851.0*	*7.0*	*1,000.0*	*1,300.0*	*150.0*	*2.9*	*0.0*	*2.9*	*0.0*	$0.0	*150.0*	*$7,851.0*	*1,050.0*	$1,050.00
Weekly	Big Lake (Options) Route Dev	Sherburne	Waite Park	Big Lake	Becker, Big Lake, Monticello	Route Deviation	$52.3	$104,418.3	5.0	9,000.0	30,000.0	1,995.0	7.6	0.0	7.6	0.0	$0.0	1,995.0	$104,418.3	9,975.0	$29,925.00
Weekly	ER 2 (Func bus)	Sherburne	Waite Park	Waite Park	Monticello	Route Deviation	$52.3	$130,850.0	5.0	13,000.0	51,100.0	2,500.0	9.6	0.0	9.6	0.0	$0.0	2,500.0	$130,850.0	12,500.0	$15,625.00
Weekly	DAR 4 (Wac S)	Stearns	Waite Park	Paynesville	Kimball, Paynesville, Waite Park	Route Deviation	$52.3	$115,148.0	7.0	14,400.0	42,000.0	2,200.0	8.4	0.0	8.4	0.0	$0.0	2,200.0	$115,148.0	15,400.0	$46,200.00
Weekly	ER 3 (Options N)-Route Dev	Sherburne	Elk River	Elk River	Elk River, Princeton, Zimmerman	Route Deviation	$52.3	$127,709.6	4.0	10,400.0	38,000.0	2,440.0	9.3	0.0	9.3	0.0	$0.0	2,440.0	$127,709.6	9,760.0	$12,200.00
Weekly	LF 2	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$52.3	$99,446.0	5.0	10,000.0	20,000.0	1,900.0	7.3	0.0	7.3	0.0	$0.0	1,900.0	$99,446.0	9,500.0	$11,875.00
Weekly	Morrison 1	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$52.3	$116,718.2	4.0	8,000.0	26,500.0	2,230.0	8.5	0.0	8.5	0.0	$0.0	2,230.0	$116,718.2	8,920.0	$11,150.00
Weekly	ER4	Sherburne	Elk River	Elk River	Elk River	Demand Response	$52.3	$132,681.9	4.0	11,340.0	27,700.0	2,535.0	9.7	0.0	9.7	0.0	$0.0	2,535.0	$132,681.9	10,140.0	$12,675.00
Weekly	DAR 3 (WAC1) Route Dev	Stearns	St Cloud	St Cloud	Cold Spring, St. Josheph	Route Deviation	$52.3	$132,158.5	5.0	13,350.0	31,000.0	2,525.0	9.7	0.0	9.7	0.0	$0.0	2,525.0	$132,158.5	12,625.0	$37,875.00
Weekly	Foley Route Deviation	Benton	St Cloud	Foley	Foley	Route Deviation	$52.3	$8,165.0	2.0	270.0	1,000.0	156.0	0.6	0.0	0.6	0.0	$0.0	156.0	$8,165.0	312.0	$936.00
Weekly	DAR 1	Benton, Stearns	Waite Park	Waite Park	Cold Spring, Sauk rapids, St. cloud, St. Joseph	Demand Response	$52.3	$73,276.0	3.0	4,700.0	25,000.0	1,400.0	5.4	0.0	5.4	0.0	$0.0	1,400.0	$73,276.0	4,200.0	$12,600.00
Weekly	*NSE Little Falls - Saturday*	*Morrison*	*Little Falls*	*Little Falls*	*Little Falls*	*Demand Response*	*$84.1*	*$35,002.2*	*6.0*	*2,384.0*	*5,500.0*	*416.0*	*8.0*	*0.0*	*8.0*	*0.0*	$0.0	*416.0*	*$35,002.2*	*2,496.0*	$3,120.00
Weekly	NSE Little Falls LF1 AM	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$61.8	$16,070.6	6.0	1,488.0	3,500.0	260.0	1.0	0.0	1.0	0.0	$0.0	260.0	$16,070.6	1,560.0	$1,950.00
Weekly	NSE Little Falls LF2 PM	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$61.8	$16,070.6	6.0	1,488.0	3,500.0	260.0	1.0	0.0	1.0	0.0	$0.0	260.0	$16,070.6	1,560.0	$1,950.00
Weekly	*NSE Sauk CNTR - Saturday*	*Stearns*	*Sauk Centre*	*Sauk Centre*	*Sauk Centre*	*Demand Response*	*$51.6*	*$21,444.8*	*5.0*	*1,992.0*	*5,500.0*	*416.0*	*8.0*	*0.0*	*8.0*	*0.0*	$0.0	*416.0*	*$21,444.8*	*2,080.0*	$2,600.00
Weekly	NSE Sauk CNTR AM	Stearns	Sauk Centre	Sauk Centre	Sauk Centre	Demand Response	$55.5	$14,432.6	5.0	1,244.0	3,500.0	260.0	1.0	0.0	1.0	0.0	$0.0	260.0	$14,432.6	1,300.0	$1,625.00
Weekly	NSE Sauk CNTR PM	Stearns	Sauk Centre	Sauk Centre	Sauk Centre	Demand Response	$55.5	$14,432.6	5.0	1,244.0	3,500.0	260.0	1.0	0.0	1.0	0.0	$0.0	260.0	$14,432.6	1,300.0	$1,625.00
Weekly	NSE Holdingford - Albany	Stearns	Holdingford	Albany	Holdingford	Demand Response	$46.9	$12,194.0	4.0	1,040.0	3,000.0	260.0	1.0	0.0	1.0	0.0	$0.0	260.0	$12,194.0	1,040.0	$3,120.00
Monthly	Little Falls to St. Cloud Ro...	Morrison	Little Falls	St Cloud	Little Falls	Route Deviation	$52.3	$4,030.2	4.0	300.0	1,100.0	77.0	0.3	0.0	0.3	0.0	$0.0	77.0	$4,030.2	308.0	$924.00
Monthly	ER 2 Crossroads Trip Route D...	Sherburne	Elk River	St Cloud	Becker, Big lake, Elk river	Route Deviation	$52.3	$2,250.6	7.0	300.0	800.0	43.0	0.2	0.0	0.2	0.0	$0.0	43.0	$2,250.6	301.0	$903.00
Monthly	ER 2 Zimm to ER Route Deviat...	Sherburne	Zimmerman	Elk River	Zimmerman	Route Deviation	$52.3	$2,512.3	3.0	150.0	270.0	48.0	0.2	0.0	0.2	0.0	$0.0	48.0	$2,512.32	144.0	$432.00
Weekly	ml Mil-DAC AM	Mille Lacs	Milaca	Milaca	Milaca	Demand Response	$52.3	$13,189.7	10.0	2,500.0	960.0	252.0	1.0	2.0	3.0	522.0	$27,321.5	774.0	$40,511.16	7,740.0	$23,220.00
Weekly	ml Mil-DAC PM	Mille Lacs	Milaca	Milaca	Milaca	Route Deviation	$52.3	$16,487.1	7.0	2,078.0	1,616.0	315.0	1.2	0.0	1.2	0.0	$0.0	315.0	$16,487.10	2,205.0	$6,615.00
Weekly	ml MILACA	Mille Lacs	Milaca	Milaca	Bock,Milaca,Pease	Route Deviation	$52.3	$79,138.1	2.0	3,458.0	8,856.0	1,512.0	5.8	0.0	5.8	0.0	$0.0	1,512.0	$79,138.08	3,024.0	$6,441.12
Weekly	ml PRNCTN	Mille Lacs	Princeton	Princeton	Princeton	Route Deviation	$52.3	$79,138.1	3.0	4,322.0	11,926.0	1,512.0	5.8	0.0	5.8	0.0	$0.0	1,512.0	$79,138.08	4,536.0	$5,670.00
Weekly	ml PRNCTN C	Mille Lacs	Princeton	Princeton	Princeton	Route Deviation	$52.3	$78,196.0	4.0	5,976.0	19,920.0	1,494.0	5.7	0.0	5.7	0.0	$0.0	1,494.0	$78,195.96	5,976.0	$7,470.00
Weekly	ml PRN-C DAC AM	Mille Lacs	Milaca	Princeton	Cambridge,Milaca,Princeton	Route Deviation	$52.3	$26,379.4	7.0	3,674.0	8,820.0	504.0	1.9	0.0	1.9	0.0	$0.0	504.0	$26,379.36	3,528.0	$10,584.00
Weekly	ml PRN-C DAC PM	Mille Lacs	Princeton	Milaca	Cambridge,Milaca,Princeton	Route Deviation	$52.3	$26,379.4	7.0	3,624.0	8,820.0	504.0	1.9	0.0	1.9	0.0	$0.0	504.0	$26,379.36	3,528.0	$10,584.00
Weekly	ml PRN DAC AM1	Mille Lacs	Milaca	Princeton	Milaca,Princeton	Route Deviation	$52.3	$16,487.1	6.0	1,840.0	3,826.0	315.0	1.2	0.0	1.2	0.0	$0.0	315.0	$16,487.10	1,890.0	$5,670.00
Weekly	ml PRN DAC PM1	Mille Lacs	Princeton	Milaca	Milaca,Princeton	Route Deviation	$52.3	$13,189.7	7.0	1,812.0	5,550.0	252.0	1.0	0.0	1.0	0.0	$0.0	252.0	$13,189.68	1,764.0	$5,292.00
Weekly	ml Shop rte	Mille Lacs	Isle	Princeton	Bock,Isle,Milaca,Onamia,Pease,Princeton,Wahkon	Route Deviation	$52.3	$13,608.4	4.0	964.0	3,678.0	260.0	1.0	0.0	1.0	0.0	$0.0	260.0	$13,608.40	1,040.0	$3,120.00
Weekly	*Little Falls/Morrison County - Sat DAR*					*Demand Response*	*$52.3*	-	*5.5*	-	-	-	-	*4.0*	*4.0*	*208.0*	$10,886.7	*208.0*	*$10,886.7*	*1,144.0*	$1,430.00
Weekly	*Cold Spring - Sat DAR*					*Demand Response*	*$52.3*	-	*5.5*	-	-	-	-	*9.0*	*9.0*	*468.0*	$24,495.1	*468.0*	*$24,495.1*	*2,574.0*	$3,217.50
Weekly	Sherburne County (Elk River) - Weekday (DAR)					*Demand Response*	$52.3	-	*5.3*	-	-	-	-	0.0	0.0	0.0	$0.0	0.0	$0.0	0.0	$0.00
Weekly	*Melrose - Winter*						*$52.3*	-	*5.2*	-	-	-	-	*8.3*	*8.3*	*1,782.0*	$93,269.9	*1,782.0*	*$93,269.9*	*9,297.4*	$17,179.96
Weekly	*Little Falls/Morrison County - Sun*						*$52.3*	-	*6.0*	-	-	-	-	*0.0*	*0.0*	*0.0*	$0.0	*0.0*	*$0.0*	*0.0*	$0.00
Weekly	*Stearns/Sherburne County - Sat #1*						*$52.3*	-	*6.0*	-	-	-	-	*0.0*	*0.0*	*0.0*	$0.0	*0.0*	*$0.0*	*0.0*	$0.00
Weekly	*Sherburne County - Sat DAR #1*					*Demand Response*	*$52.3*	-	*5.5*	-	-	-	-	*0.0*	*0.0*	*0.0*	$0.0	*0.0*	*$0.0*	*0.0*	$0.00
Weekly	*Sherburne County - Sat DAR #2*					*Demand Response*	*$52.3*	-	*5.5*	-	-	-	-	*0.0*	*0.0*	*0.0*	$0.0	*0.0*	*$0.0*	*0.0*	$0.00
Weekly	*Sherburne County - Sun DAR #1*					*Demand Response*	*$52.3*	-	*5.5*	-	-	-	-	*0.0*	*0.0*	*0.0*	$0.0	*0.0*	*$0.0*	*0.0*	$0.00
Weekly	Paynesville to Brooten Intercity					Deviated Fixed Route	$52.3	-	5.1	-	-	-	-	0.0	0.0	0.0	$0.0	0.0	$0.0	0.0	$0.00
Weekly	*Milaca - Sat*	*Mille Lacs*					*$52.3*	-	*6.3*	-	-	-	-	*9.0*	*9.0*	*468.0*	*$24,495.1*	*468.0*	*$24,495.1*	*2,964.0*	*$8,032.44*
Weekly	Additional Intercity Trips					Deviated Fixed Route	$52.3	-	5.1	-	-	-	-	*0.0*	*0.0*	*0.0*	*$0.0*	*0.0*	*$0.0*	*0.0*	$0.00
Weekly	*Milaca - Sun*	*Mille Lacs*					*$52.3*	-	*6.3*	-	-	-	-	*0.0*	*0.0*	*0.0*	*$0.0*	*0.0*	*$0.0*	*0.0*	*$0.00*
Weekly	Milaca - Weekday	Mille Lacs					$52.3	-	6.3	-	-	-	-	*0.0*	*0.0*	*0.0*	*$0.0*	*0.0*	*$0.0*	*0.0*	$0.00
Weekly	Milaca/Princeton - Weekday DAR	Mille Lacs	Milaca	Princeton	Milaca, Princeton	Demand Response	$52.3	-	6.8	-	-	-	-	*8.5*	*8.5*	*2,218.5*	*$116,116.3*	*2,218.5*	*$116,116.3*	*14,974.9*	$44,924.63
Weekly	*Milaca/St Cloud - Weekly Service*	*Mille Lacs*	*Milaca*	*St Cloud*	*Milaca, St Cloud*		$52.3	-	6.2	-	-	-	-	*9.0*	*9.0*	*468.0*	*$24,495.1*	*468.0*	*$24,495.1*	*2,901.6*	*$8,704.80*
Weekly	*Onamia Weekly DAR*	*Mille Lacs*	*Onamia*	*Onamia*	*Onamia*	Demand Response	$52.3	-	10.0	-	-	-	-	*8.5*	*8.5*	*442.0*	*$23,134.3*	*442.0*	*$23,134.3*	*4,420.0*	*$13,260.00*

Type	Veh ID	Counties	From	To	2019 Cities	2019 Service Type	2019 Cost per hour	2019 Annual Operating Cost	2019 Passenger per hour	2019 Annual Passener trips	2019 Annual Miles	2019 Annual Revenue Hours	2019 Daily Revenue Hours	2020 Daily Revenue Hours	2021 Route hour changes (# hours added per day)	2021 Daily Revenue Hours	# Total Annual Expansion Revenue Hours	Projected Annual Cost for expansion hours ONLY	2021 Total hours (2020 + expansion)	2021 Projected total annual costs	Est. Passenger trips new service	2021 Total Revenue
Weekly	Sauk 1	Stearns	Sauk Centre	Sauk Centre	Sauk Centre	Demand Response	$ 52.3	$ 130,850.0	7.0	17,000.0	20,000.0	2,500.0	9.6	9.6	0.0	9.6	0.0	$ -	2,500.0	$ 130,850.0	17,500.0	$21,875.00
Weekly	Sauk 2	Stearns	Sauk Centre	Sauk Centre	Melrose, Sauk Centre	Demand Response	$ 52.3	$ 83,744.0	9.0	14,500.0	39,000.0	1,600.0	6.1	6.1	0.0	6.1	0.0	$ -	1,600.0	$ 83,744.0	14,400.0	$18,000.00
Weekly	Melrose	Stearns	Melrose	Sauk Centre	Melrose	Demand Response	$ 52.3	$ 83,744.0	6.0	10,000.0	15,000.0	1,600.0	6.1	9.9	0.0	9.9	0.0	$ -	2,578.8	$ 134,971.8	15,472.5	$19,340.63
Weekly	Stearns	Stearns	Sauk Centre	St Cloud	Albany, Avon, Freeport, Melrose, St Joseph	Route Deviation	$ 52.3	$ 16,748.8	8.0	2,500.0	6,800.0	320.0	1.2	1.2	0.0	1.2	0.0	$ -	320.0	$ 16,748.8	2,560.0	$7,680.00
Weekly	DAR 2 (WAC2)Route Dev	Benton, Stearns	St Cloud	St Cloud	St Stephen	Route Deviation	$ 52.3	$ 83,744.0	5.0	7,500.0	39,000.0	1,600.0	6.1	6.1	0.0	6.1	0.0	$ -	1,600.0	$ 83,744.0	8,000.0	$24,000.00
Weekly	LF 1	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$ 52.3	$ 88,978.0	6.0	10,500.0	20,000.0	1,700.0	6.5	6.5	0.0	6.5	0.0	$ -	1,700.0	$ 88,978.0	10,200.0	$12,750.00
Weekly	Albany	Stearns	Albany	Albany	Albany	Demand Response	$ 52.3	$ 6,542.5	4.0	480.0	2,000.0	125.0	0.5	0.5	0.0	0.5	0.0	$ -	125.0	$ 6,542.5	500.0	$625.00
Weekly	Elk River 1	Sherburne	Elk River	Elk River	Elk River	Demand Response	$ 52.3	$ 125,616.0	5.0	12,000.0	20,000.0	2,400.0	9.2	9.2	0.0	9.2	0.0	$ -	2,400.0	$ 125,616.0	12,000.0	$12,000.00
Weekly	*LF1 Friday AM Route Deviati...*	*Morrison*	*Little Falls*	*Pierz*	*Pierz*	*Route Deviation*	*$ 52.3*	*$ 7,851.0*	*7.0*	*1,000.0*	*1,300.0*	*150.0*	*2.9*	*2.9*	*0.0*	*2.9*	*0.0*	*$ -*	150.0	$ 7,851.0	*1,050.0*	$1,050.00
Weekly	Big Lake (Options) Route Dev	Sherburne	Waite Park	Big Lake	Becker, Big Lake, Monticello	Route Deviation	$ 52.3	$ 104,418.3	5.0	9,000.0	30,000.0	1,995.0	7.6	7.6	0.0	7.6	0.0	$ -	1,995.0	$ 104,418.3	9,975.0	$29,925.00
Weekly	ER 2 (Func bus)	Sherburne	Waite Park	Waite Park	Monticello	Route Deviation	$ 52.3	$ 130,850.0	5.0	13,000.0	51,100.0	2,500.0	9.6	9.6	0.0	9.6	0.0	$ -	2,500.0	$ 130,850.0	12,500.0	$15,625.00
Weekly	DAR 4 (Wac S)	Stearns	Waite Park	Paynesville	Kimball, Paynesville, Waite Park	Route Deviation	$ 52.3	$ 115,148.0	7.0	14,400.0	42,000.0	2,200.0	8.4	8.4	0.0	8.4	0.0	$ -	2,200.0	$ 115,148.0	15,400.0	$46,200.00
Weekly	ER 3 (Options N)-Route Dev	Sherburne	Elk River	Elk River	Elk River, Princeton, Zimmerman	Route Deviation	$ 52.3	$ 127,709.6	4.0	10,400.0	38,000.0	2,440.0	9.3	9.3	0.0	9.3	0.0	$ -	2,440.0	$ 127,709.6	9,760.0	$12,200.00
Weekly	LF 2	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$ 52.3	$ 99,446.0	5.0	10,000.0	20,000.0	1,900.0	7.3	7.3	0.0	7.3	0.0	$ -	1,900.0	$ 99,446.0	9,500.0	$11,875.00
Weekly	Morrison 1	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$ 52.3	$ 116,718.2	4.0	8,000.0	26,500.0	2,230.0	8.5	8.5	0.0	8.5	0.0	$ -	2,230.0	$ 116,718.2	8,920.0	$11,150.00
Weekly	ER4	Sherburne	Elk River	Elk River	Elk River	Demand Response	$ 52.3	$ 132,681.9	4.0	11,340.0	27,700.0	2,535.0	9.7	9.7	0.0	9.7	0.0	$ -	2,535.0	$ 132,681.9	10,140.0	$12,675.00
Weekly	DAR 3 (WAC1) Route Dev	Stearns	St Cloud	St Cloud	Cold Spring, St. Josheph	Route Deviation	$ 52.3	$ 132,158.5	5.0	13,350.0	31,000.0	2,525.0	9.7	9.7	2.5	12.2	652.5	$ 34,151.9	3,177.5	$ 166,310.4	15,887.5	$47,662.50
Weekly	Foley Route Deviation	Benton	St Cloud	Foley	Foley	Route Deviation	$ 52.3	$ 8,165.0	2.0	270.0	1,000.0	156.0	0.6	0.6	0.0	0.6	0.0	$ -	156.0	$ 8,165.0	312.0	$936.00
Weekly	DAR 1	Benton, Stearns	Waite Park	Waite Park	Cold Spring, Sauk rapids, St. cloud, St. Joseph	Demand Response	$ 52.3	$ 73,276.0	3.0	4,700.0	25,000.0	1,400.0	5.4	5.4	0.0	5.4	0.0	$ -	1,400.0	$ 73,276.0	4,200.0	$12,600.00
Weekly	*NSE Little Falls - Saturday*	*Morrison*	*Little Falls*	*Little Falls*	*Little Falls*	*Demand Response*	*$ 84.1*	*$ 35,002.2*	*6.0*	*2,384.0*	*5,500.0*	*416.0*	*8.0*	*8.0*	*0.0*	*8.0*	*0.0*	*$ -*	416.0	$ 35,002.2	*2,496.0*	$3,120.00
Weekly	NSE Little Falls LF1 AM	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$ 61.8	$ 16,070.6	6.0	1,488.0	3,500.0	260.0	1.0	1.0	0.0	1.0	0.0	$ -	260.0	$ 16,070.6	1,560.0	$1,950.00
Weekly	NSE Little Falls LF2 PM	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$ 61.8	$ 16,070.6	6.0	1,488.0	3,500.0	260.0	1.0	1.0	0.0	1.0	0.0	$ -	260.0	$ 16,070.6	1,560.0	$1,950.00
Weekly	*NSE Sauk CNTR - Saturday*	*Stearns*	*Sauk Centre*	*Sauk Centre*	*Sauk Centre*	*Demand Response*	*$ 51.6*	*$ 21,444.8*	*5.0*	*1,992.0*	*5,500.0*	*416.0*	*8.0*	*8.0*	*0.0*	*8.0*	*0.0*	*$ -*	416.0	$ 21,444.8	*2,080.0*	$2,600.00
Weekly	NSE Sauk CNTR AM	Stearns	Sauk Centre	Sauk Centre	Sauk Centre	Demand Response	$ 55.5	$ 14,432.6	5.0	1,244.0	3,500.0	260.0	1.0	1.0	0.0	1.0	0.0	$ -	260.0	$ 14,432.6	1,300.0	$1,625.00
Weekly	NSE Sauk CNTR PM	Stearns	Sauk Centre	Sauk Centre	Sauk Centre	Demand Response	$ 55.5	$ 14,432.6	5.0	1,244.0	3,500.0	260.0	1.0	1.0	0.0	1.0	0.0	$ -	260.0	$ 14,432.6	1,300.0	$1,625.00
Weekly	NSE Holdingford - Albany	Stearns	Holdingford	Albany	Holdingford	Demand Response	$ 46.9	$ 12,194.0	4.0	1,040.0	3,000.0	260.0	1.0	1.0	0.0	1.0	0.0	$ -	260.0	$ 12,194.0	1,040.0	$3,120.00
Monthly	Little Falls to St. Cloud Ro...	Morrison	Little Falls	St Cloud	Little Falls	Route Deviation	$ 52.3	$ 4,030.2	4.0	300.0	1,100.0	77.0	0.3	0.3	0.0	0.3	0.0	$ -	77.0	$ 4,030.2	308.0	$924.00
Monthly	ER 2 Crossroads Trip Route D...	Sherburne	Elk River	St Cloud	Becker, Big lake, Elk river	Route Deviation	$ 52.3	$ 2,250.6	7.0	300.0	800.0	43.0	0.2	0.2	0.0	0.2	0.0	$ -	43.0	$ 2,250.6	301.0	$903.00
Monthly	ER 2 Zimm to ER Route Deviat...	Sherburne	Zimmerman	Elk River	Zimmerman	Route Deviation	$ 52.3	$ 2,512.3	3.0	150.0	270.0	48.0	0.2	0.2	0.0	0.2	0.0	$ -	48.0	$ 2,512.3	144.0	$432.00
Weekly	ml Mil-DAC AM	Mille Lacs	Milaca	Milaca	Milaca	Demand Response	$ 52.3	$ 13,189.7	10.0	2,500.0	960.0	252.0	1.0	3.0	0.0	3.0	0.0	$ -	774.0	$ 40,511.2	7,740.0	$23,220.00
Weekly	ml Mil-DAC PM	Mille Lacs	Milaca	Milaca	Milaca	Route Deviation	$ 52.3	$ 16,487.1	7.0	2,078.0	1,616.0	315.0	1.2	1.2	0.0	1.2	0.0	$ -	315.0	$ 16,487.1	2,205.0	$6,615.00
Weekly	ml MILACA	Mille Lacs	Milaca	Milaca	Bock,Milaca,Pease	Route Deviation	$ 52.3	$ 79,138.1	2.0	3,458.0	8,856.0	1,512.0	5.8	5.8	0.0	5.8	0.0	$ -	1,512.0	$ 79,138.1	3,024.0	$6,441.12
Weekly	ml PRNCTN	Mille Lacs	Princeton	Princeton	Princeton	Route Deviation	$ 52.3	$ 79,138.1	3.0	4,322.0	11,926.0	1,512.0	5.8	5.8	0.0	5.8	0.0	$ -	1,512.0	$ 79,138.1	4,536.0	$5,670.00
Weekly	ml PRNCTN C	Mille Lacs	Princeton	Princeton	Princeton	Route Deviation	$ 52.3	$ 78,196.0	4.0	5,976.0	19,920.0	1,494.0	5.7	5.7	0.0	5.7	0.0	$ -	1,494.0	$ 78,196.0	5,976.0	$7,470.00
Weekly	ml PRN-C DAC AM	Mille Lacs	Milaca	Princeton	Cambridge,Milaca,Princeton	Route Deviation	$ 52.3	$ 26,379.4	7.0	3,674.0	8,820.0	504.0	1.9	1.9	0.0	1.9	0.0	$ -	504.0	$ 26,379.4	3,528.0	$10,584.00
Weekly	ml PRN-C DAC PM	Mille Lacs	Princeton	Milaca	Cambridge,Milaca,Princeton	Route Deviation	$ 52.3	$ 26,379.4	7.0	3,624.0	8,820.0	504.0	1.9	1.9	0.0	1.9	0.0	$ -	504.0	$ 26,379.4	3,528.0	$10,584.00
Weekly	ml PRN DAC AM1	Mille Lacs	Milaca	Princeton	Milaca,Princeton	Route Deviation	$ 52.3	$ 16,487.1	6.0	1,840.0	3,826.0	315.0	1.2	1.2	0.0	1.2	0.0	$ -	315.0	$ 16,487.1	1,890.0	$5,670.00
Weekly	ml PRN DAC PM1	Mille Lacs	Princeton	Milaca	Milaca,Princeton	Route Deviation	$ 52.3	$ 13,189.7	7.0	1,812.0	5,550.0	252.0	1.0	1.0	0.0	1.0	0.0	$ -	252.0	$ 13,189.7	1,764.0	$5,292.00
Weekly	ml Shop rte	Mille Lacs	Isle	Princeton	Bock,Isle,Milaca,Onamia,Pease, Princeton,Wahkon	Route Deviation	$ 52.3	$ 13,608.4	4.0	964.0	3,678.0	260.0	1.0	1.0	1.7	2.7	443.7	$ 23,223.3	703.7	$ 36,831.7	2,814.8	$8,444.40
Weekly	*Little Falls/Morrison County - Sat DAR*					*Demand Response*	*$52.3*	-	*5.5*	-	-	-	-	*4.0*	*0.0*	*4.0*	*0.0*	*$ -*	208.0	$ 10,886.7	*1,144.0*	$1,430.00
Weekly	*Cold Spring - Sat DAR*					*Demand Response*	*$52.3*	-	*5.5*	-	-	-	-	*9.0*	*0.0*	*9.0*	*0.0*	*$ -*	468.0	$ 24,495.1	*2,574.0*	$3,217.50
Weekly	Sherburne County (Elk River) - Weekday (DAR)					*Demand Response*	$52.3	-	*5.3*	-	-	-	-	0.0	0.0	0.0	0.0	$ -	0.0	$ -	0.0	$0.00
Weekly	*Melrose - Winter*						*$52.3*	-	*5.2*	-	-	-	-	*8.3*	*0.0*	*8.3*	*0.0*	*$ -*	1,782.0	$ 93,269.9	*9,297.4*	$17,179.96
Weekly	*Little Falls/Morrison County - Sun*						*$52.3*	-	*6.0*	-	-	-	-	*0.0*	*7.0*	*7.0*	*364.0*	*$ 19,051.8*	364.0	$ 19,051.8	*2,184.0*	$2,548.00
Weekly	*Stearns/Sherburne County - Sat #1*						*$52.3*	-	*6.0*	-	-	-	-	*0.0*	*0.0*	*0.0*	*0.0*	*$ -*	0.0	$ -	*0.0*	$0.00
Weekly	*Sherburne County - Sat DAR #1*					*Demand Response*	*$52.3*	-	*5.5*	-	-	-	-	*0.0*	*0.0*	*0.0*	*0.0*	*$ -*	0.0	$ -	*0.0*	$0.00
Weekly	*Sherburne County - Sat DAR #2*					*Demand Response*	*$52.3*	-	*5.5*	-	-	-	-	*0.0*	*0.0*	*0.0*	*0.0*	*$ -*	0.0	$ -	*0.0*	$0.00
Weekly	*Sherburne County - Sun DAR #1*					*Demand Response*	*$52.3*	-	*5.5*	-	-	-	-	*0.0*	*0.0*	*0.0*	*0.0*	*$ -*	0.0	$ -	*0.0*	$0.00
Weekly	Paynesville to Brooten Intercity					Deviated Fixed Route	$52.3	-	5.1	-	-	-	-	0.0	0.0	0.0	0.0	$ -	0.0	$ -	0.0	$0.00
Weekly	*Milaca - Sat*	*Mille Lacs*					*$52.3*	-	*6.3*	-	-	-	-	*9.0*	*0.0*	*9.0*	*0.0*	*$ -*	*468.0*	*$ 24,495.1*	*2,964.0*	*$8,032.44*
Weekly	Additional Intercity Trips					Deviated Fixed Route	$52.3	-	5.1	-	-	-	-	-	0.1	0.1	33.9	$ 1,775.9	33.9	$ 1,775.9	173.9	$445.60
Weekly	*Milaca - Sun*	*Mille Lacs*					*$52.3*	-	*6.3*	-	-	-	-	-	*7.0*	*7.0*	*364.0*	*$ 19,051.8*	*364.0*	*$ 19,051.8*	*2,305.3*	*$6,247.45*
Weekly	Milaca - Weekday	Mille Lacs					$52.3	-	6.3	-	-	-	-	-	8.0	8.0	2,088.0	$ 109,285.9	2,088.0	$ 109,285.9	13,224.0	$35,837.04
Weekly	Milaca/Princeton - Weekday DAR	Mille Lacs	Milaca	Princeton	Milaca, Princeton	Demand Response	$52.3	-	6.8	-	-	-	-	*8.5*	0.0	8.5	0.0	$ -	2,218.5	$ 116,116.3	14,974.9	$44,924.63
Weekly	*Milaca/St Cloud - Weekly Service*	*Mille Lacs*	*Milaca*	*St Cloud*	*Milaca, St Cloud*		$52.3	-	6.2	-	-	-	-	*9.0*	0.0	9.0	0.0	$ -	468.0	$ 24,495.1	2,901.6	*$8,704.80*
Weekly	*Onamia Weekly DAR*	*Mille Lacs*	*Onamia*	*Onamia*	*Onamia*	Demand Response	$52.3	-	10.0	-	-	-	-	*8.5*	0.0	8.5	0.0	$ -	442.0	$ 23,134.3	4,420.0	*$13,260.00*

Type	Veh ID	Counties	From	To	2019 Cities	2019 Service Type	2019 Cost per hour	2019 Annual Operating Cost	2019 Passenger per hour	2019 Annual Passener trips	2019 Annual Miles	2019 Annual Revenue Hours	2019 Daily Revenue Hours	2020 Daily Revenue Hours	2021 Daily Revenue Hours	2022 Route hour changes (# hours added per day)	2022 Daily Revenue Hours	# Total Annual Expansion Revenue Hours	Projected Annual Cost for expansion hours ONLY	2022 Total hours (2021 + expansion)	2022 Projected total annual costs	Est. Passenger trips new service	2022 Total Revenue
Weekly	Sauk 1	Stearns	Sauk Centre	Sauk Centre	Sauk Centre	Demand Response	$52	$130,850	7.0	17,000.0	20,000.0	2,500.0	9.6	9.6	9.6	0.0	9.6	0	$0.0	2,500.0	$130,850.0	17,500.0	$21,875.00
Weekly	Sauk 2	Stearns	Sauk Centre	Sauk Centre	Melrose, Sauk Centre	Demand Response	$52	$83,744	9.0	14,500.0	39,000.0	1,600.0	6.1	6.1	6.1	0.0	6.1	0	$0.0	1,600.0	$83,744.0	14,400.0	$18,000.00
Weekly	Melrose	Stearns	Melrose	Sauk Centre	Melrose	Demand Response	$52	$83,744	6.0	10,000.0	15,000.0	1,600.0	6.1	9.9	9.9	0.0	9.9	0	$0.0	2,578.8	$134,971.8	15,472.5	$19,340.63
Weekly	Stearns	Stearns	Sauk Centre	St Cloud	Albany, Avon, Freeport, Melrose, St Joseph	Route Deviation	$52	$16,749	8.0	2,500.0	6,800.0	320.0	1.2	1.2	1.2	3.0	4.2	783	$40,982.2	1,103.0	$57,731.0	8,824.0	$26,472.00
Weekly	DAR 2 (WAC2)Route Dev	Benton, Stearns	St Cloud	St Cloud	St Stephen	Route Deviation	$52	$83,744	5.0	7,500.0	39,000.0	1,600.0	6.1	6.1	6.1	0.0	6.1	0	$0.0	1,600.0	$83,744.0	8,000.0	$24,000.00
Weekly	LF 1	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$52	$88,978	6.0	10,500.0	20,000.0	1,700.0	6.5	6.5	6.5	4.5	11.0	1174.5	$61,473.3	2,874.5	$150,451.3	17,247.0	$21,558.75
Weekly	Albany	Stearns	Albany	Albany	Albany	Demand Response	$52	$6,543	4.0	480.0	2,000.0	125.0	0.5	0.5	0.5	0.0	0.5	0	$0.0	125.0	$6,542.5	500.0	$625.00
Weekly	Elk River 1	Sherburne	Elk River	Elk River	Elk River	Demand Response	$52	$125,616	5.0	12,000.0	20,000.0	2,400.0	9.2	9.2	9.2	0.0	9.2	0	$0.0	2,400.0	$125,616.0	12,000.0	$12,000.00
Weekly	LF1 Friday AM Route Deviati...	Morrison	Little Falls	Pierz	Pierz	Route Deviation	$52	$7,851	7.0	1,000.0	1,300.0	150.0	2.9	2.9	2.9	0.0	2.9	0	$0.0	150.0	$7,851.0	1,050.0	$1,050.00
Weekly	Big Lake (Options) Route Dev	Sherburne	Waite Park	Big Lake	Becker, Big Lake, Monticello	Route Deviation	$52	$104,418	5.0	9,000.0	30,000.0	1,995.0	7.6	7.6	7.6	0.0	7.6	0	$0.0	1,995.0	$104,418.3	9,975.0	$29,925.00
Weekly	ER 2 (Func bus)	Sherburne	Waite Park	Waite Park	Monticello	Route Deviation	$52	$130,850	5.0	13,000.0	51,100.0	2,500.0	9.6	9.6	9.6	0.0	9.6	0	$0.0	2,500.0	$130,850.0	12,500.0	$15,625.00
Weekly	DAR 4 (Wac S)	Stearns	Waite Park	Paynesville	Kimball, Paynesville, Waite Park	Route Deviation	$52	$115,148	7.0	14,400.0	42,000.0	2,200.0	8.4	8.4	8.4	0.0	8.4	0	$0.0	2,200.0	$115,148.0	15,400.0	$46,200.00
Weekly	ER 3 (Options N)-Route Dev	Sherburne	Elk River	Elk River	Elk River, Princeton, Zimmerman	Route Deviation	$52	$127,710	4.0	10,400.0	38,000.0	2,440.0	9.3	9.3	9.3	0.0	9.3	0	$0.0	2,440.0	$127,709.6	9,760.0	$12,200.00
Weekly	LF 2	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$52	$99,446	5.0	10,000.0	20,000.0	1,900.0	7.3	7.3	7.3	0.0	7.3	0	$0.0	1,900.0	$99,446.0	9,500.0	$11,875.00
Weekly	Morrison 1	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$52	$116,718	4.0	8,000.0	26,500.0	2,230.0	8.5	8.5	8.5	2.0	10.5	522	$27,321.5	2,752.0	$144,039.7	11,008.0	$13,760.00
Weekly	ER4	Sherburne	Elk River	Elk River	Elk River	Demand Response	$52	$132,682	4.0	11,340.0	27,700.0	2,535.0	9.7	9.7	9.7	0.0	9.7	0	$0.0	2,535.0	$132,681.9	10,140.0	$12,675.00
Weekly	DAR 3 (WAC1) Route Dev	Stearns	St Cloud	St Cloud	Cold Spring, St. Josheph	Route Deviation	$52	$132,159	5.0	13,350.0	31,000.0	2,525.0	9.7	9.7	12.2	0.0	12.2	0	$0.0	3,177.5	$166,310.4	15,887.5	$47,662.50
Weekly	Foley Route Deviation	Benton	St Cloud	Foley	Foley	Route Deviation	$52	$8,165	2.0	270.0	1,000.0	156.0	0.6	0.6	0.6	0.0	0.6	0	$0.0	156.0	$8,165.0	312.0	$936.00
Weekly	DAR 1	Benton, Stearns	Waite Park	Waite Park	Cold Spring, Sauk rapids, St. cloud, St. Joseph	Demand Response	$52	$73,276	3.0	4,700.0	25,000.0	1,400.0	5.4	5.4	5.4	0.0	5.4	0	$0.0	1,400.0	$73,276.0	4,200.0	$12,600.00
Weekly	NSE Little Falls - Saturday	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$84	$35,002	6.0	2,384.0	5,500.0	416.0	8.0	8.0	8.0	0.0	8.0	0	$0.0	416.0	$35,002.2	2,496.0	$3,120.00
Weekly	NSE Little Falls LF1 AM	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$62	$16,071	6.0	1,488.0	3,500.0	260.0	1.0	1.0	1.0	0.0	1.0	0	$0.0	260.0	$16,070.6	1,560.0	$1,950.00
Weekly	NSE Little Falls LF2 PM	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$62	$16,071	6.0	1,488.0	3,500.0	260.0	1.0	1.0	1.0	0.0	1.0	0	$0.0	260.0	$16,070.6	1,560.0	$1,950.00
Weekly	NSE Sauk CNTR - Saturday	Stearns	Sauk Centre	Sauk Centre	Sauk Centre	Demand Response	$52	$21,445	5.0	1,992.0	5,500.0	416.0	8.0	8.0	8.0	0.0	8.0	0	$0.0	416.0	$21,444.8	2,080.0	$2,600.00
Weekly	NSE Sauk CNTR AM	Stearns	Sauk Centre	Sauk Centre	Sauk Centre	Demand Response	$56	$14,433	5.0	1,244.0	3,500.0	260.0	1.0	1.0	1.0	0.0	1.0	0	$0.0	260.0	$14,432.6	1,300.0	$1,625.00
Weekly	NSE Sauk CNTR PM	Stearns	Sauk Centre	Sauk Centre	Sauk Centre	Demand Response	$56	$14,433	5.0	1,244.0	3,500.0	260.0	1.0	1.0	1.0	0.0	1.0	0	$0.0	260.0	$14,432.6	1,300.0	$1,625.00
Weekly	NSE Holdingford - Albany	Stearns	Holdingford	Albany	Holdingford	Demand Response	$47	$12,194	4.0	1,040.0	3,000.0	260.0	1.0	1.0	1.0	0.0	1.0	0	$0.0	260.0	$12,194.0	1,040.0	$3,120.00
Monthly	Little Falls to St. Cloud Ro...	Morrison	Little Falls	St Cloud	Little Falls	Route Deviation	$52	$4,030	4.0	300.0	1,100.0	77.0	0.3	0.3	0.3	0.0	0.3	0	$0.0	77.0	$4,030.2	308.0	$924.00
Monthly	ER 2 Crossroads Trip Route D...	Sherburne	Elk River	St Cloud	Becker, Big lake, Elk river	Route Deviation	$52	$2,251	7.0	300.0	800.0	43.0	0.2	0.2	0.2	0.0	0.2	0	$0.0	43.0	$2,250.6	301.0	$903.00
Monthly	ER 2 Zimm to ER Route Deviat...	Sherburne	Zimmerman	Elk River	Zimmerman	Route Deviation	$52	$2,512	3.0	150.0	270.0	48.0	0.2	0.2	0.2	0.0	0.2	0	$0.0	48.0	$2,512.3	144.0	$432.00
Weekly	ml Mil-DAC AM	Mille Lacs	Milaca	Milaca	Milaca	Demand Response	$52	$13,190	10.0	2,500.0	960.0	252.0	1.0	3.0	3.0	0.0	3.0	0	$0.0	774.0	$40,511.2	7,740.0	$23,220.00
Weekly	ml Mil-DAC PM	Mille Lacs	Milaca	Milaca	Milaca	Route Deviation	$52	$16,487	7.0	2,078.0	1,616.0	315.0	1.2	1.2	1.2	0.0	1.2	0	$0.0	315.0	$16,487.1	2,205.0	$6,615.00
Weekly	ml MILACA	Mille Lacs	Milaca	Milaca	Bock,Milaca,Pease	Route Deviation	$52	$79,138	2.0	3,458.0	8,856.0	1,512.0	5.8	5.8	5.8	0.0	5.8	0	$0.0	1,512.0	$79,138.1	3,024.0	$6,441.12
Weekly	ml PRNCTN	Mille Lacs	Princeton	Princeton	Princeton	Route Deviation	$52	$79,138	3.0	4,322.0	11,926.0	1,512.0	5.8	5.8	5.8	0.0	5.8	0	$0.0	1,512.0	$79,138.1	4,536.0	$5,670.00
Weekly	ml PRNCTN C	Mille Lacs	Princeton	Princeton	Princeton	Route Deviation	$52	$78,196	4.0	5,976.0	19,920.0	1,494.0	5.7	5.7	5.7	0.0	5.7	0	$0.0	1,494.0	$78,196.0	5,976.0	$7,470.00
Weekly	ml PRN-C DAC AM	Mille Lacs	Milaca	Princeton	Cambridge,Milaca, Princeton	Route Deviation	$52	$26,379	7.0	3,674.0	8,820.0	504.0	1.9	1.9	1.9	0.0	1.9	0	$0.0	504.0	$26,379.4	3,528.0	$10,584.00
Weekly	ml PRN-C DAC PM	Mille Lacs	Princeton	Milaca	Cambridge,Milaca, Princeton	Route Deviation	$52	$26,379	7.0	3,624.0	8,820.0	504.0	1.9	1.9	1.9	0.0	1.9	0	$0.0	504.0	$26,379.4	3,528.0	$10,584.00
Weekly	ml PRN DAC AM1	Mille Lacs	Milaca	Princeton	Milaca,Princeton	Route Deviation	$52	$16,487	6.0	1,840.0	3,826.0	315.0	1.2	1.2	1.2	0.0	1.2	0	$0.0	315.0	$16,487.1	1,890.0	$5,670.00
Weekly	ml PRN DAC PM1	Mille Lacs	Princeton	Milaca	Milaca,Princeton	Route Deviation	$52	$13,190	7.0	1,812.0	5,550.0	252.0	1.0	1.0	1.0	0.0	1.0	0	$0.0	252.0	$13,189.7	1,764.0	$5,292.00
Weekly	ml Shop rte	Mille Lacs	Isle	Princeton	Bock,Isle,Milaca,Onamia,Pease,Princeton,Wahkon	Route Deviation	$52	$13,608	4.0	964.0	3,678.0	260.0	1.0	1.0	2.7	0.0	2.7	0	$0.0	703.7	$36,831.7	2,814.8	$8,444.40
Weekly	*Little Falls/Morrison County - Sat DAR*					*Demand Response*	*$52.3*	-	*5.5*	-	-	-	-	*4.0*	4.0	0.0	4.0	0	$0.0	208.0	$10,886.7	1,144.0	$1,430.00
Weekly	*Cold Spring - Sat DAR*					*Demand Response*	*$52.3*	-	*5.5*	-	-	-	-	*9.0*	9.0	0.0	9.0	0	$0.0	468.0	$24,495.1	2,574.0	$3,217.50
Weekly	Sherburne County (Elk River) - Weekday (DAR)					*Demand Response*	$52.3	-	*5.3*	-	-	-	-	0.0	0.0	0.0	0.0	0	$0.0	0.0	$0.0	0.0	$0.00
Weekly	*Melrose - Winter*						*$52.3*	-	*5.2*	-	-	-	-	*8.3*	8.3	0.0	8.3	0	$0.0	1,782.0	$93,269.9	9,297.4	$17,179.96
Weekly	*Little Falls/Morrison County - Sun*						*$52.3*	-	*6.0*	-	-	-	-	*0.0*	7.0	0.0	7.0	0	$0.0	364.0	$19,051.8	2,184.0	$2,548.00
Weekly	*Stearns/Sherburne County - Sat #1*						*$52.3*	-	*6.0*	-	-	-	-	*0.0*	0.0	9.0	9.0	468	$24,495.1	468.0	$24,495.1	2,808.0	$3,276.00
Weekly	*Sherburne County - Sat DAR #1*					*Demand Response*	*$52.3*	-	*5.5*	-	-	-	-	*0.0*	0.0	9.0	9.0	468	$24,495.1	468.0	$24,495.1	2,574.0	$3,217.50
Weekly	*Sherburne County - Sat DAR #2*					*Demand Response*	*$52.3*	-	*5.5*	-	-	-	-	*0.0*	0.0	9.0	9.0	468	$24,495.1	468.0	$24,495.1	2,574.0	$3,217.50
Weekly	*Sherburne County - Sun DAR #1*					*Demand Response*	*$52.3*	-	*5.5*	-	-	-	-	*0.0*	0.0	0.0	0.0	0	$0.0	0.0	$0.0	0.0	$0.00
Weekly	Paynesville to Brooten Intercity					Deviated Fixed Route	$52.3	-	5.1	-	-	-	-	0.0	0.0	0.0	0.0	0	$0.0	0.0	$0.0	0.0	$0.00
Weekly	*Milaca - Sat*	*Mille Lacs*					*$52.3*	-	*6.3*	-	-	-	-	*9.0*	*9.0*	*0.0*	*9.0*	*0*	*$0.0*	*468.0*	*$24,495.1*	*2,964.0*	*$8,032.44*
Weekly	Additional Intercity Trips					Deviated Fixed Route	$52.3	-	5.1	-	-	-	-	-	0.1	0.3	0.4	70.47	$3,688.4	104.4	$5,464.3	535.1	$1,371.07
Weekly	*Milaca - Sun*	*Mille Lacs*					*$52.3*	-	*6.3*	-	-	-	-	-	*7.0*	*0.0*	*7.0*	*0.0*	*$ -*	*364.0*	*$19,051.8*	*2,305.3*	*$6,247.45*
Weekly	Milaca - Weekday	Mille Lacs					$52.3	-	6.3	-	-	-	-	-	8.0	0.0	8.0	0.0	$ -	2,088.0	$109,285.9	13,224.0	$35,837.04
Weekly	Milaca/Princeton - Weekday DAR	Mille Lacs	Milaca	Princeton	Milaca, Princeton	Demand Response	$52.3	-	6.8	-	-	-	-	8.5	8.5	0.0	8.5	0.0	$ -	2,218.5	$116,116.3	14,974.9	$44,924.63
Weekly	*Milaca/St Cloud - Weekly Service*	*Mille Lacs*	*Milaca*	*St Cloud*	*Milaca, St Cloud*		$52.3	-	6.2	-	-	-	-	9.0	9.0	*0.0*	9.0	*0.0*	*$ -*	468.0	$24,495.1	*2,901.6*	*$8,704.80*
Weekly	*Onamia Weekly DAR*	*Mille Lacs*	*Onamia*	*Onamia*	*Onamia*	Demand Response	$52.3	-	10.0	-	-	-	-	8.5	8.5	*0.0*	8.5	*0.0*	*$ -*	442.0	$23,134.3	*4,420.0*	*$13,260.00*

Type	Veh ID	Counties	From	To	2019 Cities	2019 Service Type	2019 Cost per hour	2019 Annual Operating Cost	2019 Passenger per hour	2019 Annual Passener trips	2019 Annual Miles	2019 Annual Revenue Hours	**2019 Daily Revenue Hours**	**2020 Daily Revenue Hours**	**2021 Daily Revenue Hours**	**2022 Daily Revenue Hours**	2023 Route hour changes (# hours added per day)	**2023 Daily Revenue Hours**	**# Total Annual Expansion Revenue Hours**	**Projected Annual Cost for expansion hours ONLY**	**2023 Total hours (2022 + expansion)**	**2023 Projected total annual costs**	Est. Passenger trips new service	2023 Total Revenue
Weekly	Sauk 1	Stearns	Sauk Centre	Sauk Centre	Sauk Centre	Demand Response	$ 52.3	$ 130,850.0	7.0	17,000.0	20,000.0	2,500.0	9.6	9.6	9.6	9.6	0.0	9.6	0.0	$ -	2,500.0	$ 130,850.0	17,500.0	$21,875.00
Weekly	Sauk 2	Stearns	Sauk Centre	Sauk Centre	Melrose, Sauk Centre	Demand Response	$ 52.3	$ 83,744.0	9.0	14,500.0	39,000.0	1,600.0	6.1	6.1	6.1	6.1	0.0	6.1	0.0	$ -	1,600.0	$ 83,744.0	14,400.0	$18,000.00
Weekly	Melrose	Stearns	Melrose	Sauk Centre	Melrose	Demand Response	$ 52.3	$ 83,744.0	6.0	10,000.0	15,000.0	1,600.0	6.1	9.9	9.9	9.9	0.0	9.9	0.0	$ -	2,578.8	$ 134,971.8	15,472.5	$19,340.63
Weekly	Stearns	Stearns	Sauk Centre	St Cloud	Albany, Avon, Freeport, Melrose, St Joseph	Route Deviation	$ 52.3	$ 16,748.8	8.0	2,500.0	6,800.0	320.0	1.2	1.2	1.2	4.2	0.0	4.2	0.0	$ -	1,103.0	$ 57,731.0	8,824.0	$26,472.00
Weekly	DAR 2 (WAC2)Route Dev	Benton, Stearns	St Cloud	St Cloud	St Stephen	Route Deviation	$ 52.3	$ 83,744.0	5.0	7,500.0	39,000.0	1,600.0	6.1	6.1	6.1	6.1	0.0	6.1	0.0	$ -	1,600.0	$ 83,744.0	8,000.0	$24,000.00
Weekly	LF 1	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$ 52.3	$ 88,978.0	6.0	10,500.0	20,000.0	1,700.0	6.5	6.5	6.5	11.0	0.0	11.0	0.0	$ -	2,874.5	$ 150,451.3	17,247.0	$21,558.75
Weekly	Albany	Stearns	Albany	Albany	Albany	Demand Response	$ 52.3	$ 6,542.5	4.0	480.0	2,000.0	125.0	0.5	0.5	0.5	0.5	0.0	0.5	0.0	$ -	125.0	$ 6,542.5	500.0	$625.00
Weekly	Elk River 1	Sherburne	Elk River	Elk River	Elk River	Demand Response	$ 52.3	$ 125,616.0	5.0	12,000.0	20,000.0	2,400.0	9.2	9.2	9.2	9.2	0.0	9.2	0.0	$ -	2,400.0	$ 125,616.0	12,000.0	$12,000.00
Weekly	LF1 Friday AM Route Deviati...	Morrison	Little Falls	Pierz	Pierz	Route Deviation	$ 52.3	$ 7,851.0	7.0	1,000.0	1,300.0	150.0	2.9	2.9	2.9	2.9	0.0	2.9	0.0	$ -	150.0	$ 7,851.0	1,050.0	$1,050.00
Weekly	Big Lake (Options) Route Dev	Sherburne	Waite Park	Big Lake	Becker, Big Lake, Monticello	Route Deviation	$ 52.3	$ 104,418.3	5.0	9,000.0	30,000.0	1,995.0	7.6	7.6	7.6	7.6	0.0	7.6	0.0	$ -	1,995.0	$ 104,418.3	9,975.0	$29,925.00
Weekly	ER 2 (Func bus)	Sherburne	Waite Park	Waite Park	Monticello	Route Deviation	$ 52.3	$ 130,850.0	5.0	13,000.0	51,100.0	2,500.0	9.6	9.6	9.6	9.6	0.0	9.6	0.0	$ -	2,500.0	$ 130,850.0	12,500.0	$15,625.00
Weekly	DAR 4 (Wac S)	Stearns	Waite Park	Paynesville	Kimball, Paynesville, Waite Park	Route Deviation	$ 52.3	$ 115,148.0	7.0	14,400.0	42,000.0	2,200.0	8.4	8.4	8.4	8.4	0.0	8.4	0.0	$ -	2,200.0	$ 115,148.0	15,400.0	$46,200.00
Weekly	ER 3 (Options N)-Route Dev	Sherburne	Elk River	Elk River	Elk River, Princeton, Zimmerman	Route Deviation	$ 52.3	$ 127,709.6	4.0	10,400.0	38,000.0	2,440.0	9.3	9.3	9.3	9.3	0.0	9.3	0.0	$ -	2,440.0	$ 127,709.6	9,760.0	$12,200.00
Weekly	LF 2	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$ 52.3	$ 99,446.0	5.0	10,000.0	20,000.0	1,900.0	7.3	7.3	7.3	7.3	3.7	11.0	965.7	$ 50,544.7	2,865.7	$ 149,990.7	14,328.5	$17,910.63
Weekly	Morrison 1	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$ 52.3	$ 116,718.2	4.0	8,000.0	26,500.0	2,230.0	8.5	8.5	8.5	10.5	0.0	10.5	0.0	$ -	2,752.0	$ 144,039.7	11,008.0	$13,760.00
Weekly	ER4	Sherburne	Elk River	Elk River	Elk River	Demand Response	$ 52.3	$ 132,681.9	4.0	11,340.0	27,700.0	2,535.0	9.7	9.7	9.7	9.7	0.0	9.7	0.0	$ -	2,535.0	$ 132,681.9	10,140.0	$12,675.00
Weekly	DAR 3 (WAC1) Route Dev	Stearns	St Cloud	St Cloud	Cold Spring, St. Josheph	Route Deviation	$ 52.3	$ 132,158.5	5.0	13,350.0	31,000.0	2,525.0	9.7	9.7	12.2	12.2	0.0	12.2	0.0	$ -	3,177.5	$ 166,310.4	15,887.5	$47,662.50
Weekly	Foley Route Deviation	Benton	St Cloud	Foley	Foley	Route Deviation	$ 52.3	$ 8,165.0	2.0	270.0	1,000.0	156.0	0.6	0.6	0.6	0.6	0.0	0.6	0.0	$ -	156.0	$ 8,165.0	312.0	$936.00
Weekly	DAR 1	Benton, Stearns	Waite Park	Waite Park	Cold Spring, Sauk rapids, St. cloud, St. Joseph	Demand Response	$ 52.3	$ 73,276.0	3.0	4,700.0	25,000.0	1,400.0	5.4	5.4	5.4	5.4	0.0	5.4	0.0	$ -	1,400.0	$ 73,276.0	4,200.0	$12,600.00
Weekly	NSE Little Falls - Saturday	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$ 84.1	$ 35,002.2	6.0	2,384.0	5,500.0	416.0	8.0	8.0	8.0	8.0	0.0	8.0	0.0	$ -	416.0	$ 35,002.2	2,496.0	$3,120.00
Weekly	NSE Little Falls LF1 AM	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$ 61.8	$ 16,070.6	6.0	1,488.0	3,500.0	260.0	1.0	1.0	1.0	1.0	0.0	1.0	0.0	$ -	260.0	$ 16,070.6	1,560.0	$1,950.00
Weekly	NSE Little Falls LF2 PM	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$ 61.8	$ 16,070.6	6.0	1,488.0	3,500.0	260.0	1.0	1.0	1.0	1.0	0.0	1.0	0.0	$ -	260.0	$ 16,070.6	1,560.0	$1,950.00
Weekly	NSE Sauk CNTR - Saturday	Stearns	Sauk Centre	Sauk Centre	Sauk Centre	Demand Response	$ 51.6	$ 21,444.8	5.0	1,992.0	5,500.0	416.0	8.0	8.0	8.0	8.0	0.0	8.0	0.0	$ -	416.0	$ 21,444.8	2,080.0	$2,600.00
Weekly	NSE Sauk CNTR AM	Stearns	Sauk Centre	Sauk Centre	Sauk Centre	Demand Response	$ 55.5	$ 14,432.6	5.0	1,244.0	3,500.0	260.0	1.0	1.0	1.0	1.0	0.0	1.0	0.0	$ -	260.0	$ 14,432.6	1,300.0	$1,625.00
Weekly	NSE Sauk CNTR PM	Stearns	Sauk Centre	Sauk Centre	Sauk Centre	Demand Response	$ 55.5	$ 14,432.6	5.0	1,244.0	3,500.0	260.0	1.0	1.0	1.0	1.0	0.0	1.0	0.0	$ -	260.0	$ 14,432.6	1,300.0	$1,625.00
Weekly	NSE Holdingford - Albany	Stearns	Holdingford	Albany	Holdingford	Demand Response	$ 46.9	$ 12,194.0	4.0	1,040.0	3,000.0	260.0	1.0	1.0	1.0	1.0	0.0	1.0	0.0	$ -	260.0	$ 12,194.0	1,040.0	$3,120.00
Monthly	Little Falls to St. Cloud Ro...	Morrison	Little Falls	St Cloud	Little Falls	Route Deviation	$ 52.3	$ 4,030.2	4.0	300.0	1,100.0	77.0	0.3	0.3	0.3	0.3	0.0	0.3	0.0	$ -	77.0	$ 4,030.2	308.0	$924.00
Monthly	ER 2 Crossroads Trip Route D...	Sherburne	Elk River	St Cloud	Becker, Big lake, Elk river	Route Deviation	$ 52.3	$ 2,250.6	7.0	300.0	800.0	43.0	0.2	0.2	0.2	0.2	0.0	0.2	0.0	$ -	43.0	$ 2,250.6	301.0	$903.00
Monthly	ER 2 Zimm to ER Route Deviat...	Sherburne	Zimmerman	Elk River	Zimmerman	Route Deviation	$ 52.3	$ 2,512.3	3.0	150.0	270.0	48.0	0.2	0.2	0.2	0.2	0.0	0.2	0.0	$ -	48.0	$ 2,512.3	144.0	$432.00
Weekly	ml Mil-DAC AM	Mille Lacs	Milaca	Milaca	Milaca	Demand Response	$ 52.3	$ 13,189.7	10.0	2,500.0	960.0	252.0	1.0	3.0	3.0	3.0	0.0	3.0	0.0	$ -	774.0	$ 40,511.2	7,740.0	$23,220.00
Weekly	ml Mil-DAC PM	Mille Lacs	Milaca	Milaca	Milaca	Route Deviation	$ 52.3	$ 16,487.1	7.0	2,078.0	1,616.0	315.0	1.2	1.2	1.2	1.2	0.0	1.2	0.0	$ -	315.0	$ 16,487.1	2,205.0	$6,615.00
Weekly	ml MILACA	Mille Lacs	Milaca	Milaca	Bock,Milaca,Pease	Route Deviation	$ 52.3	$ 79,138.1	2.0	3,458.0	8,856.0	1,512.0	5.8	5.8	5.8	5.8	0.0	5.8	0.0	$ -	1,512.0	$ 79,138.1	3,024.0	$6,441.12
Weekly	ml PRNCTN	Mille Lacs	Princeton	Princeton	Princeton	Route Deviation	$ 52.3	$ 79,138.1	3.0	4,322.0	11,926.0	1,512.0	5.8	5.8	5.8	5.8	0.0	5.8	0.0	$ -	1,512.0	$ 79,138.1	4,536.0	$5,670.00
Weekly	ml PRNCTN C	Mille Lacs	Princeton	Princeton	Princeton	Route Deviation	$ 52.3	$ 78,196.0	4.0	5,976.0	19,920.0	1,494.0	5.7	5.7	5.7	5.7	0.0	5.7	0.0	$ -	1,494.0	$ 78,196.0	5,976.0	$7,470.00
Weekly	ml PRN-C DAC AM	Mille Lacs	Milaca	Princeton	Cambridge,Milaca,Princeton	Route Deviation	$ 52.3	$ 26,379.4	7.0	3,674.0	8,820.0	504.0	1.9	1.9	1.9	1.9	0.0	1.9	0.0	$ -	504.0	$ 26,379.4	3,528.0	$10,584.00
Weekly	ml PRN-C DAC PM	Mille Lacs	Princeton	Milaca	Cambridge,Milaca,Princeton	Route Deviation	$ 52.3	$ 26,379.4	7.0	3,624.0	8,820.0	504.0	1.9	1.9	1.9	1.9	0.0	1.9	0.0	$ -	504.0	$ 26,379.4	3,528.0	$10,584.00
Weekly	ml PRN DAC AM1	Mille Lacs	Milaca	Princeton	Milaca,Princeton	Route Deviation	$ 52.3	$ 16,487.1	6.0	1,840.0	3,826.0	315.0	1.2	1.2	1.2	1.2	0.0	1.2	0.0	$ -	315.0	$ 16,487.1	1,890.0	$5,670.00
Weekly	ml PRN DAC PM1	Mille Lacs	Princeton	Milaca	Milaca,Princeton	Route Deviation	$ 52.3	$ 13,189.7	7.0	1,812.0	5,550.0	252.0	1.0	1.0	1.0	1.0	0.0	1.0	0.0	$ -	252.0	$ 13,189.7	1,764.0	$5,292.00
Weekly	ml Shop rte	Mille Lacs	Isle	Princeton	Bock,Isle,Milaca,Onamia,Pease,Princeton, Wahkon	Route Deviation	$ 52.3	$ 13,608.4	4.0	964.0	3,678.0	260.0	1.0	1.0	2.7	2.7	0.0	2.7	0.0	$ -	703.7	$ 36,831.7	2,814.8	$8,444.40
Weekly	*Little Falls/Morrison County - Sat DAR*					*Demand Response*	*$52.3*	-	*5.5*	-	-	-	-	*4.0*	4.0	4.0	0.0	4.0	0.0	$ -	208.0	$ 10,886.7	1,144.0	$1,430.00
Weekly	*Cold Spring - Sat DAR*					*Demand Response*	*$52.3*	-	*5.5*	-	-	-	-	*9.0*	9.0	9.0	0.0	9.0	0.0	$ -	468.0	$ 24,495.1	2,574.0	$3,217.50
Weekly	Sherburne County (Elk River) - Weekday (DAR)					*Demand Response*	$52.3	-	*5.3*	-	-	-	-	0.0	0.0	0.0	11.0	11.0	2,871.0	$ 150,268.1	2,871.0	$ 150,268.1	15,120.6	$22,176.88
Weekly	*Melrose - Winter*						*$52.3*	-	*5.2*	-	-	-	-	*8.3*	8.3	8.3	0.0	8.3	0.0	$ -	1,782.0	$ 93,269.9	9,297.4	$17,179.96
Weekly	*Little Falls/Morrison County - Sun*						*$52.3*	-	*6.0*	-	-	-	-	*0.0*	7.0	7.0	0.0	7.0	0.0	$ -	364.0	$ 19,051.8	2,184.0	$2,548.00
Weekly	*Stearns/Sherburne County - Sat #1*						*$52.3*	-	*6.0*	-	-	-	-	*0.0*	0.0	9.0	0.0	9.0	0.0	$ -	468.0	$ 24,495.1	2,808.0	$3,276.00
Weekly	*Sherburne County - Sat DAR #1*					*Demand Response*	*$52.3*	-	*5.5*	-	-	-	-	*0.0*	0.0	9.0	0.0	9.0	0.0	$ -	468.0	$ 24,495.1	2,574.0	$3,217.50
Weekly	*Sherburne County - Sat DAR #2*					*Demand Response*	*$52.3*	-	*5.5*	-	-	-	-	*0.0*	0.0	9.0	0.0	9.0	0.0	$ -	468.0	$ 24,495.1	2,574.0	$3,217.50
Weekly	*Sherburne County - Sun DAR #1*					*Demand Response*	*$52.3*	-	*5.5*	-	-	-	-	*0.0*	0.0	0.0	0.0	0.0	0.0	$ -	0.0	$ -	0.0	$0.00
Weekly	Paynesville to Brooten Intercity					Deviated Fixed Route	$52.3	-	5.1	-	-	-	-	0.0	0.0	0.0	0.4	0.4	104.4	$ 5,464.3	104.4	$ 5,464.3	535.1	$1,371.07
Weekly	*Milaca - Sat*	*Mille Lacs*					*$52.3*	-	*6.3*	-	-	-	-	*9.0*	*9.0*	*9.0*	*0.0*	*9.0*	*0.0*	*$ -*	*468.0*	*$ 24,495.1*	*2,964.0*	*$8,032.44*
Weekly	Additional Intercity Trips					Deviated Fixed Route	$52.3	-	5.1	-	-	-	-	-	0.1	0.4	0.0	0.4	0.0	$ -	104.4	$ 5,464.3	535.1	$1,371.07
Weekly	*Milaca - Sun*	*Mille Lacs*					*$52.3*	-	*6.3*	-	-	-	-	-	*7.0*	*7.0*	*0.0*	*7.0*	*0.0*	*$ -*	*364.0*	*$ 19,051.8*	*2,305.3*	*$6,247.45*
Weekly	Milaca - Weekday	Mille Lacs					$52.3	-	6.3	-	-	-	-	-	8.0	8.0	0.0	8.0	0.0	$ -	2,088.0	$ 109,285.9	13,224.0	$35,837.04
Weekly	Milaca/Princeton - Weekday DAR	Mille Lacs	Milaca	Princeton	Milaca, Princeton	Demand Response	$52.3	-	6.8	-	-	-	-	*8.5*	*8.5*	*8.5*	0.0	8.5	0.0	$ -	2,218.5	$ 116,116.3	14,974.9	$44,924.63
Weekly	*Milaca/St Cloud - Weekly Service*	*Mille Lacs*	*Milaca*	*St Cloud*	*Milaca, St Cloud*		$52.3	-	6.2	-	-	-	-	*9.0*	*9.0*	*9.0*	*0.0*	*9.0*	*0.0*	*$ -*	*468.0*	*$ 24,495.1*	*2,901.6*	*$8,704.80*
Weekly	*Onamia Weekly DAR*	*Mille Lacs*	*Onamia*	*Onamia*	*Onamia*	Demand Response	$52.3	-	10.0	-	-	-	-	*8.5*	*8.5*	*8.5*	*0.0*	*8.5*	*0.0*	*$ -*	*442.0*	*$ 23,134.3*	*4,420.0*	*$13,260.00*

Type	Veh ID	Counties	From	To	2019 Cities	2019 Service Type	2019 Cost per hour	2019 Annual Operating Cost	2019 Passenger per hour	2019 Annual Passenger trips	2019 Annual Miles	2019 Annual Revenue Hours	**2019 Daily Revenue Hours**	**2020 Daily Revenue Hours**	**2021 Daily Revenue Hours**	**2022 Daily Revenue Hours**	**2023 Daily Revenue Hours**	2024 Route hour changes (# hours added per day)	**2024 Daily Revenue Hours**	**# Total Annual Expansion Revenue Hours**	**Projected Annual Cost for expansion hours ONLY**	**2024 Total hours (2023 + expansion)**	**2024 Projected total annual costs**	Est. Passenger trips new service	2024 Total Revenue
Weekly	Sauk 1	Stearns	Sauk Centre	Sauk Centre	Sauk Centre	Demand Response	$ 52.3	$ 130,850.0	7.0	17,000.0	20,000.0	2,500.0	9.6	9.6	9.6	9.6	9.6	0.0	9.6	0.0	$ -	2,500.0	$ 130,850.0	17,500.0	$21,875.00
Weekly	Sauk 2	Stearns	Sauk Centre	Sauk Centre	Melrose, Sauk Centre	Demand Response	$ 52.3	$ 83,744.0	9.0	14,500.0	39,000.0	1,600.0	6.1	6.1	6.1	6.1	6.1	0.0	6.1	0.0	$ -	1,600.0	$ 83,744.0	14,400.0	$18,000.00
Weekly	Melrose	Stearns	Melrose	Sauk Centre	Melrose	Demand Response	$ 52.3	$ 83,744.0	6.0	10,000.0	15,000.0	1,600.0	6.1	9.9	9.9	9.9	9.9	0.0	9.9	0.0	$ -	2,578.8	$ 134,971.8	15,472.5	$19,340.63
Weekly	Stearns	Stearns	Sauk Centre	St Cloud	Albany, Avon, Freeport, Melrose, St Joseph	Route Deviation	$ 52.3	$ 16,748.8	8.0	2,500.0	6,800.0	320.0	1.2	1.2	1.2	4.2	4.2	0.0	4.2	0.0	$ -	1,103.0	$ 57,731.0	8,824.0	$26,472.00
Weekly	DAR 2 (WAC2)Route Dev	Benton, Stearns	St Cloud	St Cloud	St Stephen	Route Deviation	$ 52.3	$ 83,744.0	5.0	7,500.0	39,000.0	1,600.0	6.1	6.1	6.1	6.1	6.1	0.0	6.1	0.0	$ -	1,600.0	$ 83,744.0	8,000.0	$24,000.00
Weekly	LF 1	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$ 52.3	$ 88,978.0	6.0	10,500.0	20,000.0	1,700.0	6.5	6.5	6.5	11.0	11.0	0.0	11.0	0.0	$ -	2,874.5	$ 150,451.3	17,247.0	$21,558.75
Weekly	Albany	Stearns	Albany	Albany	Albany	Demand Response	$ 52.3	$ 6,542.5	4.0	480.0	2,000.0	125.0	0.5	0.5	0.5	0.5	0.5	0.0	0.5	0.0	$ -	125.0	$ 6,542.5	500.0	$625.00
Weekly	Elk River 1	Sherburne	Elk River	Elk River	Elk River	Demand Response	$ 52.3	$ 125,616.0	5.0	12,000.0	20,000.0	2,400.0	9.2	9.2	9.2	9.2	9.2	0.0	9.2	0.0	$ -	2,400.0	$ 125,616.0	12,000.0	$12,000.00
Weekly	LF1 Friday AM Route Deviati...	Morrison	Little Falls	Pierz	Pierz	Route Deviation	$ 52.3	$ 7,851.0	7.0	1,000.0	1,300.0	150.0	2.9	2.9	2.9	2.9	2.9	0.0	2.9	0.0	$ -	150.0	$ 7,851.0	1,050.0	$1,050.00
Weekly	Big Lake (Options) Route Dev	Sherburne	Waite Park	Big Lake	Becker, Big Lake, Monticello	Route Deviation	$ 52.3	$ 104,418.3	5.0	9,000.0	30,000.0	1,995.0	7.6	7.6	7.6	7.6	7.6	0.0	7.6	0.0	$ -	1,995.0	$ 104,418.3	9,975.0	$29,925.00
Weekly	ER 2 (Func bus)	Sherburne	Waite Park	Waite Park	Monticello	Route Deviation	$ 52.3	$ 130,850.0	5.0	13,000.0	51,100.0	2,500.0	9.6	9.6	9.6	9.6	9.6	0.0	9.6	0.0	$ -	2,500.0	$ 130,850.0	12,500.0	$15,625.00
Weekly	DAR 4 (Wac 5)	Stearns	Waite Park	Paynesville	Kimball, Paynesville, Waite Park	Route Deviation	$ 52.3	$ 115,148.0	7.0	14,400.0	42,000.0	2,200.0	8.4	8.4	8.4	8.4	8.4	0.0	8.4	0.0	$ -	2,200.0	$ 115,148.0	15,400.0	$46,200.00
Weekly	ER 3 (Options N)-Route Dev	Sherburne	Elk River	Elk River	Elk River, Princeton, Zimmerman	Route Deviation	$ 52.3	$ 127,709.6	4.0	10,400.0	38,000.0	2,440.0	9.3	9.3	9.3	9.3	9.3	0.0	9.3	0.0	$ -	2,440.0	$ 127,709.6	9,760.0	$12,200.00
Weekly	LF 2	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$ 52.3	$ 99,446.0	5.0	10,000.0	20,000.0	1,900.0	7.3	7.3	7.3	7.3	11.0	0.0	11.0	0.0	$ -	2,865.7	$ 149,990.7	14,328.5	$17,910.63
Weekly	Morrison 1	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$ 52.3	$ 116,718.2	4.0	8,000.0	26,500.0	2,230.0	8.5	8.5	8.5	10.5	10.5	0.0	10.5	0.0	$ -	2,752.0	$ 144,039.7	11,008.0	$13,760.00
Weekly	ER4	Sherburne	Elk River	Elk River	Elk River	Demand Response	$ 52.3	$ 132,681.9	4.0	11,340.0	27,700.0	2,535.0	9.7	9.7	9.7	9.7	9.7	0.0	9.7	0.0	$ -	2,535.0	$ 132,681.9	10,140.0	$12,675.00
Weekly	DAR 3 (WAC1) Route Dev	Stearns	St Cloud	St Cloud	Cold Spring, St. Josheph	Route Deviation	$ 52.3	$ 132,158.5	5.0	13,350.0	31,000.0	2,525.0	9.7	9.7	12.2	12.2	12.2	0.0	12.2	0.0	$ -	3,177.5	$ 166,310.4	15,887.5	$47,662.50
Weekly	Foley Route Deviation	Benton	St Cloud	Foley	Foley	Route Deviation	$ 52.3	$ 8,165.0	2.0	270.0	1,000.0	156.0	0.6	0.6	0.6	0.6	0.6	0.0	0.6	0.0	$ -	156.0	$ 8,165.0	312.0	$936.00
Weekly	DAR 1	Benton, Stearns	Waite Park	Waite Park	Cold Spring, Sauk rapids, St. cloud, St. Joseph	Demand Response	$ 52.3	$ 73,276.0	3.0	4,700.0	25,000.0	1,400.0	5.4	5.4	5.4	5.4	5.4	0.0	5.4	0.0	$ -	1,400.0	$ 73,276.0	4,200.0	$12,600.00
Weekly	NSE Little Falls - Saturday	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$ 84.1	$ 35,002.2	6.0	2,384.0	5,500.0	416.0	8.0	8.0	8.0	8.0	8.0	0.0	8.0	0.0	$ -	416.0	$ 35,002.2	2,496.0	$3,120.00
Weekly	NSE Little Falls LF1 AM	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$ 61.8	$ 16,070.6	6.0	1,488.0	3,500.0	260.0	1.0	1.0	1.0	1.0	1.0	0.0	1.0	0.0	$ -	260.0	$ 16,070.6	1,560.0	$1,950.00
Weekly	NSE Little Falls LF2 PM	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$ 61.8	$ 16,070.6	6.0	1,488.0	3,500.0	260.0	1.0	1.0	1.0	1.0	1.0	0.0	1.0	0.0	$ -	260.0	$ 16,070.6	1,560.0	$1,950.00
Weekly	NSE Sauk CNTR - Saturday	Stearns	Sauk Centre	Sauk Centre	Sauk Centre	Demand Response	$ 51.6	$ 21,444.8	5.0	1,992.0	5,500.0	416.0	8.0	8.0	8.0	8.0	8.0	0.0	8.0	0.0	$ -	416.0	$ 21,444.8	2,080.0	$2,600.00
Weekly	NSE Sauk CNTR AM	Stearns	Sauk Centre	Sauk Centre	Sauk Centre	Demand Response	$ 55.5	$ 14,432.6	5.0	1,244.0	3,500.0	260.0	1.0	1.0	1.0	1.0	1.0	0.0	1.0	0.0	$ -	260.0	$ 14,432.6	1,300.0	$1,625.00
Weekly	NSE Sauk CNTR PM	Stearns	Sauk Centre	Sauk Centre	Sauk Centre	Demand Response	$ 55.5	$ 14,432.6	5.0	1,244.0	3,500.0	260.0	1.0	1.0	1.0	1.0	1.0	0.0	1.0	0.0	$ -	260.0	$ 14,432.6	1,300.0	$1,625.00
Weekly	NSE Holdingford - Albany	Stearns	Holdingford	Albany	Holdingford	Demand Response	$ 46.9	$ 12,194.0	4.0	1,040.0	3,000.0	260.0	1.0	1.0	1.0	1.0	1.0	0.0	1.0	0.0	$ -	260.0	$ 12,194.0	1,040.0	$3,120.00
Monthly	Little Falls to St. Cloud Ro...	Morrison	Little Falls	St Cloud	Little Falls	Route Deviation	$ 52.3	$ 4,030.2	4.0	300.0	1,100.0	77.0	0.3	0.3	0.3	0.3	0.3	0.0	0.3	0.0	$ -	77.0	$ 4,030.2	308.0	$924.00
Monthly	ER 2 Crossroads Trip Route D...	Sherburne	Elk River	St Cloud	Becker, Big lake, Elk river	Route Deviation	$ 52.3	$ 2,250.6	7.0	300.0	800.0	43.0	0.2	0.2	0.2	0.2	0.2	0.0	0.2	0.0	$ -	43.0	$ 2,250.6	301.0	$903.00
Monthly	ER 2 Zimm to ER Route Deviat...	Sherburne	Zimmerman	Elk River	Zimmerman	Route Deviation	$ 52.3	$ 2,512.3	3.0	150.0	270.0	48.0	0.2	0.2	0.2	0.2	0.2	0.0	0.2	0.0	$ -	48.0	$ 2,512.3	144.0	$432.00
Weekly	ml Mil-DAC AM	Mille Lacs	Milaca	Milaca	Milaca	Demand Response	$ 52.3	$ 13,189.7	10.0	2,500.0	960.0	252.0	1.0	3.0	3.0	3.0	3.0	0.0	3.0	0.0	$ -	774.0	$ 40,511.2	7,740.0	$23,220.00
Weekly	ml Mil-DAC PM	Mille Lacs	Milaca	Milaca	Milaca	Route Deviation	$ 52.3	$ 16,487.1	7.0	2,078.0	1,616.0	315.0	1.2	1.2	1.2	1.2	1.2	0.0	1.2	0.0	$ -	315.0	$ 16,487.1	2,205.0	$6,615.00
Weekly	ml MILACA	Mille Lacs	Milaca	Milaca	Bock,Milaca,Pease	Route Deviation	$ 52.3	$ 79,138.1	2.0	3,458.0	8,856.0	1,512.0	5.8	5.8	5.8	5.8	5.8	0.0	5.8	0.0	$ -	1,512.0	$ 79,138.1	3,024.0	$6,441.12
Weekly	ml PRNCTN	Mille Lacs	Princeton	Princeton	Princeton	Route Deviation	$ 52.3	$ 79,138.1	3.0	4,322.0	11,926.0	1,512.0	5.8	5.8	5.8	5.8	5.8	0.0	5.8	0.0	$ -	1,512.0	$ 79,138.1	4,536.0	$5,670.00
Weekly	ml PRNCTN C	Mille Lacs	Princeton	Princeton	Princeton	Route Deviation	$ 52.3	$ 78,196.0	4.0	5,976.0	19,920.0	1,494.0	5.7	5.7	5.7	5.7	5.7	0.0	5.7	0.0	$ -	1,494.0	$ 78,196.0	5,976.0	$7,470.00
Weekly	ml PRN-C DAC AM	Mille Lacs	Milaca	Princeton	Cambridge,Milaca, Princeton	Route Deviation	$ 52.3	$ 26,379.4	7.0	3,674.0	8,820.0	504.0	1.9	1.9	1.9	1.9	1.9	0.0	1.9	0.0	$ -	504.0	$ 26,379.4	3,528.0	$10,584.00
Weekly	ml PRN-C DAC PM	Mille Lacs	Princeton	Milaca	Cambridge,Milaca, Princeton	Route Deviation	$ 52.3	$ 26,379.4	7.0	3,624.0	8,820.0	504.0	1.9	1.9	1.9	1.9	1.9	0.0	1.9	0.0	$ -	504.0	$ 26,379.4	3,528.0	$10,584.00
Weekly	ml PRN DAC AM1	Mille Lacs	Milaca	Princeton	Milaca,Princeton	Route Deviation	$ 52.3	$ 16,487.1	6.0	1,840.0	3,826.0	315.0	1.2	1.2	1.2	1.2	1.2	0.0	1.2	0.0	$ -	315.0	$ 16,487.1	1,890.0	$5,670.00
Weekly	ml PRN DAC PM1	Mille Lacs	Princeton	Milaca	Milaca,Princeton	Route Deviation	$ 52.3	$ 13,189.7	7.0	1,812.0	5,550.0	252.0	1.0	1.0	1.0	1.0	1.0	0.0	1.0	0.0	$ -	252.0	$ 13,189.7	1,764.0	$5,292.00
Weekly	ml Shop rte	Mille Lacs	Isle	Princeton	Bock,Isle,Milaca,Onamia,Pease,Princeton,Wahkon	Route Deviation	$ 52.3	$ 13,608.4	4.0	964.0	3,678.0	260.0	1.0	1.0	2.7	2.7	2.7	0.0	2.7	0.0	$ -	703.7	$ 36,831.7	2,814.8	$8,444.40
Weekly	*Little Falls/Morrison County - Sat DAR*					*Demand Response*	*$52.3*	-	*5.5*	-	-	-	-	*4.0*	4.0	4.0	4.0	0.0	4.0	0.0	$ -	208.0	$ 10,886.7	1,144.0	$1,430.00
Weekly	*Cold Spring - Sat DAR*					*Demand Response*	*$52.3*	-	*5.5*	-	-	-	-	*9.0*	9.0	9.0	9.0	0.0	9.0	0.0	$ -	468.0	$ 24,495.1	2,574.0	$3,217.50
Weekly	Sherburne County (Elk River) - Weekday (DAR)					*Demand Response*	$52.3	-	*5.3*	-	-	-	-	0.0	0.0	0.0	11.0	0.0	11.0	0.0	$ -	2,871.0	$ 150,268.1	15,120.6	$22,176.88
Weekly	*Melrose - Winter*						*$52.3*	-	*5.2*	-	-	-	-	*8.3*	8.3	8.3	8.3	0.0	8.3	0.0	$ -	1,782.0	$ 93,269.9	9,297.4	$17,179.96
Weekly	*Little Falls/Morrison County - Sun*						*$52.3*	-	*6.0*	-	-	-	-	*0.0*	7.0	7.0	7.0	0.0	7.0	0.0	$ -	364.0	$ 19,051.8	2,184.0	$2,548.00
Weekly	*Stearns/Sherburne County - Sat #1*						*$52.3*	-	*6.0*	-	-	-	-	*0.0*	0.0	9.0	9.0	0.0	9.0	0.0	$ -	468.0	$ 24,495.1	2,808.0	$3,276.00
Weekly	*Sherburne County - Sat DAR #1*					*Demand Response*	*$52.3*	-	*5.5*	-	-	-	-	*0.0*	0.0	9.0	9.0	0.0	9.0	0.0	$ -	468.0	$ 24,495.1	2,574.0	$3,217.50
Weekly	*Sherburne County - Sat DAR #2*					*Demand Response*	*$52.3*	-	*5.5*	-	-	-	-	*0.0*	0.0	9.0	9.0	0.0	9.0	0.0	$ -	468.0	$ 24,495.1	2,574.0	$3,217.50
Weekly	*Sherburne County - Sun DAR #1*					*Demand Response*	*$52.3*	-	*5.5*	-	-	-	-	*0.0*	0.0	0.0	0.0	9.0	9.0	468.0	$ 24,495.1	468.0	$ 24,495.1	2,574.0	$3,217.50
Weekly	Paynesville to Brooten Intercity					Deviated Fixed Route	$52.3	-	5.1	-	-	-	-	0.0	0.0	0.0	0.4	0.0	0.4	0.0	$ -	104.4	$ 5,464.3	535.1	$1,371.07
Weekly	*Milaca - Sat*	*Mille Lacs*					*$52.3*	-	*6.3*	-	-	-	-	*9.0*	*9.0*	*9.0*	*9.0*	*0.0*	*9.0*	*0.0*	*$*	*468.0*	*$ 24,495.1*	*2,964.0*	*$8,032.44*
Weekly	Additional Intercity Trips					Deviated Fixed Route	$52.3	-	5.1	-	-	-	-	-	0.1	0.4	0.4	2.3	2.7	595.1	$ 31,146.5	699.5	$ 36,610.8	3,584.8	$9,186.14
Weekly	*Milaca - Sun*	*Mille Lacs*					*$52.3*	-	*6.3*	-	-	-	-	-	*7.0*	*7.0*	*7.0*	*0.0*	*7.0*	*0.0*	*$*	*364.0*	*$ 19,051.8*	*2,305.3*	*$6,247.45*
Weekly	Milaca - Weekday	Mille Lacs					$52.3	-	6.3	-	-	-	-	-	8.0	8.0	8.0	0.0	8.0	0.0	$ -	2,088.0	$ 109,285.9	13,224.0	$35,837.04
Weekly	Milaca/Princeton - Weekday DAR	Mille Lacs	Milaca	Princeton	Milaca, Princeton	Demand Response	$52.3	-	6.8	-	-	-	-	*8.5*	*8.5*	*8.5*	*8.5*	0.0	8.5	0.0	$ -	2,218.5	$ 116,116.3	14,974.9	$44,924.63
Weekly	*Milaca/St Cloud - Weekly Service*	*Mille Lacs*	*Milaca*	*St Cloud*	*Milaca, St Cloud*		$52.3	-	6.2	-	-	-	-	*9.0*	*9.0*	*9.0*	*9.0*	*0.0*	*9.0*	*0.0*	*$*	*468.0*	*$ 24,495.1*	*2,901.6*	*$8,704.80*
Weekly	*Onamia Weekly DAR*	*Mille Lacs*	*Onamia*	*Onamia*	*Onamia*	Demand Response	$52.3	-	10.0	-	-	-	-	*8.5*	*8.5*	*8.5*	*8.5*	*0.0*	*8.5*	*0.0*	*$*	*442.0*	*$ 23,134.3*	*4,420.0*	*$13,260.00*

Type	Veh ID	Counties	From	To	2019 Cities	2019 Service Type	2019 Cost per hour	2019 Annual Operating Cost	2019 Passenger per hour	2019 Annual Passener trips	2019 Annual Miles	2019 Annual Revenue Hours	2019 Daily Revenue Hours	2020 Daily Revenue Hours	2021 Daily Revenue Hours	2022 Daily Revenue Hours	2023 Daily Revenue Hours	2024 Daily Revenue Hours	2025 Route hour changes (# hours added per day)	2025 Daily Revenue Hours	# Total Annual Expansion Revenue Hours	Projected Annual Cost for expansion hours ONLY	2025 Total hours (2024 + expansion)	2025 Projected total annual costs	Est. Passenger trips new service	2025 Total Revenue
Weekly	Sauk 1	Stearns	Sauk Centre	Sauk Centre	Sauk Centre	Demand Response	$52	**$130,850**	7.0	17,000.0	20,000.0	2,500.0	9.6	9.6	9.6	9.6	9.6	9.6	0.0	9.6	0.0	$0.0	2,500.00	$130,850	17,500.00	$21,875.00
Weekly	Sauk 2	Stearns	Sauk Centre	Sauk Centre	Melrose, Sauk Centre	Demand Response	$52	**$83,744**	9.0	14,500.0	39,000.0	1,600.0	6.1	6.1	6.1	6.1	6.1	6.1	0.0	6.1	0.0	$0.0	1,600.00	$83,744	14,400.00	$18,000.00
Weekly	Melrose	Stearns	Melrose	Sauk Centre	Melrose	Demand Response	$52	**$83,744**	6.0	10,000.0	15,000.0	1,600.0	6.1	9.9	9.9	9.9	9.9	9.9	0.0	9.9	0.0	$0.0	2,578.75	$134,972	15,472.50	$19,340.63
Weekly	Stearns	Stearns	Sauk Centre	St Cloud	Albany, Avon, Freeport, Melrose, St Joseph	Route Deviation	$52	**$16,749**	8.0	2,500.0	6,800.0	320.0	1.2	1.2	1.2	4.2	4.2	4.2	0.0	4.2	0.0	$0.0	1,103.00	$57,731	8,824.00	$26,472.00
Weekly	DAR 2 (WAC2)Route Dev	Benton, Stearns	St Cloud	St Cloud	St Stephen	Route Deviation	$52	**$83,744**	5.0	7,500.0	39,000.0	1,600.0	6.1	6.1	6.1	6.1	6.1	6.1	0.0	6.1	0.0	$0.0	1,600.00	$83,744	8,000.00	$24,000.00
Weekly	LF 1	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$52	**$88,978**	6.0	10,500.0	20,000.0	1,700.0	6.5	6.5	6.5	11.0	11.0	11.0	0.0	11.0	0.0	$0.0	2,874.50	$150,451	17,247.00	$21,558.75
Weekly	Albany	Stearns	Albany	Albany	Albany	Demand Response	$52	**$6,543**	4.0	480.0	2,000.0	125.0	0.5	0.5	0.5	0.5	0.5	0.5	0.0	0.5	0.0	$0.0	125.00	$6,543	500.00	$625.00
Weekly	Elk River 1	Sherburne	Elk River	Elk River	Elk River	Demand Response	$52	**$125,616**	5.0	12,000.0	20,000.0	2,400.0	9.2	9.2	9.2	9.2	9.2	9.2	0.0	9.2	0.0	$0.0	2,400.00	$125,616	12,000.00	$12,000.00
Weekly	LF1 Friday AM Route Deviati...	Morrison	Little Falls	Pierz	Pierz	Route Deviation	$52	**$7,851**	7.0	1,000.0	1,300.0	150.0	2.9	2.9	2.9	2.9	2.9	2.9	0.0	2.9	0.0	$0.0	150.00	$7,851	1,050.00	$1,050.00
Weekly	Big Lake (Options) Route Dev	Sherburne	Waite Park	Big Lake	Becker, Big Lake, Monticello	Route Deviation	$52	**$104,418**	5.0	9,000.0	30,000.0	1,995.0	7.6	7.6	7.6	7.6	7.6	7.6	0.0	7.6	0.0	$0.0	1,995.00	$104,418	9,975.00	$29,925.00
Weekly	ER 2 (Func bus)	Sherburne	Waite Park	Waite Park	Monticello	Route Deviation	$52	**$130,850**	5.0	13,000.0	51,100.0	2,500.0	9.6	9.6	9.6	9.6	9.6	9.6	0.0	9.6	0.0	$0.0	2,500.00	$130,850	12,500.00	$15,625.00
Weekly	DAR 4 (Wac S)	Stearns	Waite Park	Paynesville	Kimball, Paynesville, Waite Park	Route Deviation	$52	**$115,148**	7.0	14,400.0	42,000.0	2,200.0	8.4	8.4	8.4	8.4	8.4	8.4	0.0	8.4	0.0	$0.0	2,200.00	$115,148	15,400.00	$46,200.00
Weekly	ER 3 (Options N)-Route Dev	Sherburne	Elk River	Elk River	Elk River, Princeton, Zimmerman	Route Deviation	$52	**$127,710**	4.0	10,400.0	38,000.0	2,440.0	9.3	9.3	9.3	9.3	9.3	9.3	0.0	9.3	0.0	$0.0	2,440.00	$127,710	9,760.00	$12,200.00
Weekly	LF 2	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$52	**$99,446**	5.0	10,000.0	20,000.0	1,900.0	7.3	7.3	7.3	7.3	11.0	11.0	0.0	11.0	0.0	$0.0	2,865.70	$149,991	14,328.50	$17,910.63
Weekly	Morrison 1	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$52	**$116,718**	4.0	8,000.0	26,500.0	2,230.0	8.5	8.5	8.5	10.5	10.5	10.5	0.0	10.5	0.0	$0.0	2,752.00	$144,040	11,008.00	$13,760.00
Weekly	ER4	Sherburne	Elk River	Elk River	Elk River	Demand Response	$52	**$132,682**	4.0	11,340.0	27,700.0	2,535.0	9.7	9.7	9.7	9.7	9.7	9.7	0.0	9.7	0.0	$0.0	2,535.00	$132,682	10,140.00	$12,675.00
Weekly	DAR 3 (WAC1) Route Dev	Stearns	St Cloud	St Cloud	Cold Spring, St. Josheph	Route Deviation	$52	**$132,159**	5.0	13,350.0	31,000.0	2,525.0	9.7	9.7	12.2	12.2	12.2	12.2	0.0	12.2	0.0	$0.0	3,177.50	$166,310	15,887.50	$47,662.50
Weekly	Foley Route Deviation	Benton	St Cloud	Foley	Foley	Route Deviation	$52	**$8,165**	2.0	270.0	1,000.0	156.0	0.6	0.6	0.6	0.6	0.6	0.6	0.0	0.6	0.0	$0.0	156.00	$8,165	312.00	$936.00
Weekly	DAR 1	Benton, Stearns	Waite Park	Waite Park	Cold Spring, Sauk rapids, St. cloud, St. Joseph	Demand Response	$52	**$73,276**	3.0	4,700.0	25,000.0	1,400.0	5.4	5.4	5.4	5.4	5.4	5.4	0.0	5.4	0.0	$0.0	1,400.00	$73,276	4,200.00	$12,600.00
Weekly	NSE Little Falls - Saturday	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$84	**$35,002**	6.0	2,384.0	5,500.0	416.0	8.0	8.0	8.0	8.0	8.0	8.0	0.0	8.0	0.0	$0.0	416.00	$35,002	2,496.00	$3,120.00
Weekly	NSE Little Falls LF1 AM	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$62	**$16,071**	6.0	1,488.0	3,500.0	260.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	1.0	0.0	$0.0	260.00	$16,071	1,560.00	$1,950.00
Weekly	NSE Little Falls LF2 PM	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	$62	**$16,071**	6.0	1,488.0	3,500.0	260.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	1.0	0.0	$0.0	260.00	$16,071	1,560.00	$1,950.00
Weekly	NSE Sauk CNTR - Saturday	Stearns	Sauk Centre	Sauk Centre	Sauk Centre	Demand Response	$52	**$21,445**	5.0	1,992.0	5,500.0	416.0	8.0	8.0	8.0	8.0	8.0	8.0	0.0	8.0	0.0	$0.0	416.00	$21,445	2,080.00	$2,600.00
Weekly	NSE Sauk CNTR AM	Stearns	Sauk Centre	Sauk Centre	Sauk Centre	Demand Response	$56	**$14,433**	5.0	1,244.0	3,500.0	260.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	1.0	0.0	$0.0	260.00	$14,433	1,300.00	$1,625.00
Weekly	NSE Sauk CNTR PM	Stearns	Sauk Centre	Sauk Centre	Sauk Centre	Demand Response	$56	**$14,433**	5.0	1,244.0	3,500.0	260.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	1.0	0.0	$0.0	260.00	$14,433	1,300.00	$1,625.00
Weekly	NSE Holdingford - Albany	Stearns	Holdingford	Albany	Holdingford	Demand Response	$47	**$12,194**	4.0	1,040.0	3,000.0	260.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	1.0	0.0	$0.0	260.00	$12,194	1,040.00	$3,120.00
Monthly	Little Falls to St. Cloud Ro...	Morrison	Little Falls	St Cloud	Little Falls	Route Deviation	$52	**$4,030**	4.0	300.0	1,100.0	77.0	0.3	0.3	0.3	0.3	0.3	0.3	0.0	0.3	0.0	$0.0	77.00	$4,030	308.00	$924.00
Monthly	ER 2 Crossroads Trip Route D...	Sherburne	Elk River	St Cloud	Becker, Big lake, Elk river	Route Deviation	$52	**$2,251**	7.0	300.0	800.0	43.0	0.2	0.2	0.2	0.2	0.2	0.2	0.0	0.2	0.0	$0.0	43.00	$2,251	301.00	$903.00
Monthly	ER 2 Zimm to ER Route Deviat...	Sherburne	Zimmerman	Elk River	Zimmerman	Route Deviation	$52	**$2,512**	3.0	150.0	270.0	48.0	0.2	0.2	0.2	0.2	0.2	0.2	0.0	0.2	0.0	$0.0	48.00	$2,512	144.00	$432.00
Weekly	ml Mil-DAC AM	Mille Lacs	Milaca	Milaca	Milaca	Demand Response	$52	**$13,190**	10.0	2,500.0	960.0	252.0	1.0	3.0	3.0	3.0	3.0	3.0	0.0	3.0	0.0	$0.0	774.00	$40,511	7,740.00	$23,220.00
Weekly	ml Mil-DAC PM	Mille Lacs	Milaca	Milaca	Milaca	Route Deviation	$52	**$16,487**	7.0	2,078.0	1,616.0	315.0	1.2	1.2	1.2	1.2	1.2	1.2	0.0	1.2	0.0	$0.0	315.00	$16,487	2,205.00	$6,615.00
Weekly	ml MILACA	Mille Lacs	Milaca	Milaca	Bock,Milaca,Pease	Route Deviation	$52	**$79,138**	2.0	3,458.0	8,856.0	1,512.0	5.8	5.8	5.8	5.8	5.8	5.8	0.0	5.8	0.0	$0.0	1,512.00	$79,138	3,024.00	$6,441.12
Weekly	ml PRNCTN	Mille Lacs	Princeton	Princeton	Princeton	Route Deviation	$52	**$79,138**	3.0	4,322.0	11,926.0	1,512.0	5.8	5.8	5.8	5.8	5.8	5.8	0.0	5.8	0.0	$0.0	1,512.00	$79,138	4,536.00	$5,670.00
Weekly	ml PRNCTN C	Mille Lacs	Princeton	Princeton	Princeton	Route Deviation	$52	**$78,196**	4.0	5,976.0	19,920.0	1,494.0	5.7	5.7	5.7	5.7	5.7	5.7	0.0	5.7	0.0	$0.0	1,494.00	$78,196	5,976.00	$7,470.00
Weekly	ml PRN-C DAC AM	Mille Lacs	Milaca	Princeton	Cambridge,Milaca,Princeton	Route Deviation	$52	**$26,379**	7.0	3,674.0	8,820.0	504.0	1.9	1.9	1.9	1.9	1.9	1.9	0.0	1.9	0.0	$0.0	504.00	$26,379	3,528.00	$10,584.00
Weekly	ml PRN-C DAC PM	Mille Lacs	Princeton	Milaca	Cambridge,Milaca,Princeton	Route Deviation	$52	**$26,379**	7.0	3,624.0	8,820.0	504.0	1.9	1.9	1.9	1.9	1.9	1.9	0.0	1.9	0.0	$0.0	504.00	$26,379	3,528.00	$10,584.00
Weekly	ml PRN DAC AM1	Mille Lacs	Milaca	Princeton	Milaca,Princeton	Route Deviation	$52	**$16,487**	6.0	1,840.0	3,826.0	315.0	1.2	1.2	1.2	1.2	1.2	1.2	0.0	1.2	0.0	$0.0	315.00	$16,487	1,890.00	$5,670.00
Weekly	ml PRN DAC PM1	Mille Lacs	Princeton	Milaca	Milaca,Princeton	Route Deviation	$52	**$13,190**	7.0	1,812.0	5,550.0	252.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	1.0	0.0	$0.0	252.00	$13,190	1,764.00	$5,292.00
Weekly	ml Shop rte	Mille Lacs	Isle	Princeton	Bock,Isle,Milaca,Onamia,Pease,Princeton,Wahkon	Route Deviation	$52	**$13,608**	4.0	964.0	3,678.0	260.0	1.0	1.0	2.7	2.7	2.7	2.7	0.0	2.7	0.0	$0.0	703.70	$36,832	2,814.80	$8,444.40
Weekly	*Little Falls/Morrison County - Sat DAR*					*Demand Response*	*$52.3*	-	*5.5*	-	-	-	-	*4.0*	4.0	4.0	4.0	4.0	0.0	4.0	0.0	$0.0	208.00	$10,887	1,144.00	$1,430.00
Weekly	*Cold Spring - Sat DAR*					*Demand Response*	*$52.3*	-	*5.5*	-	-	-	-	*9.0*	9.0	9.0	9.0	9.0	0.0	9.0	0.0	$0.0	468.00	$24,495	2,574.00	$3,217.50
Weekly	Sherburne County (Elk River) - Weekday (DAR)					*Demand Response*	$52.3	-	*5.3*	-	-	-	-	0.0	0.0	0.0	11.0	11.0	0.0	11.0	0.0	$0.0	2,871.00	$150,268	15,120.60	$22,176.88
Weekly	*Melrose - Winter*						*$52.3*	-	*5.2*	-	-	-	-	*8.3*	8.3	8.3	8.3	8.3	0.0	8.3	0.0	$0.0	1,782.00	$93,270	9,297.39	$17,179.96
Weekly	*Little Falls/Morrison County - Sun*						*$52.3*	-	*6.0*	-	-	-	-	*0.0*	7.0	7.0	7.0	7.0	0.0	7.0	0.0	$0.0	364.00	$19,052	2,184.00	$2,548.00
Weekly	*Stearns/Sherburne County - Sat #1*						*$52.3*	-	*6.0*	-	-	-	-	*0.0*	0.0	9.0	9.0	9.0	0.0	9.0	0.0	$0.0	468.00	$24,495	2,808.00	$3,276.00
Weekly	*Sherburne County - Sat DAR #1*					*Demand Response*	*$52.3*	-	*5.5*	-	-	-	-	*0.0*	0.0	9.0	9.0	9.0	0.0	9.0	0.0	$0.0	468.00	$24,495	2,574.00	$3,217.50
Weekly	*Sherburne County - Sat DAR #2*					*Demand Response*	*$52.3*	-	*5.5*	-	-	-	-	*0.0*	0.0	9.0	9.0	9.0	0.0	9.0	0.0	$0.0	468.00	$24,495	2,574.00	$3,217.50
Weekly	*Sherburne County - Sun DAR #1*					*Demand Response*	*$52.3*	-	*5.5*	-	-	-	-	*0.0*	0.0	0.0	0.0	9.0	0.0	9.0	0.0	$0.0	468.00	$24,495	2,574.00	$3,217.50
Weekly	Paynesville to Brooten Intercity					Deviated Fixed Route	$52.3	-	5.1	-	-	-	-	0.0	0.0	0.0	0.4	0.4	0.0	0.4	0.0	$0.0	104.40	$5,464	535.05	$1,371.07
Weekly	*Milaca - Sat*	*Mille Lacs*					*$52.3*	-	*6.3*	-	-	-	-	*9.0*	*9.0*	*9.0*	*9.0*	*9.0*	*0.0*	*9.0*	*0.0*	*$0.0*	*468.00*	*$24,495*	*2,964.00*	*$8,032.44*
Weekly	Additional Intercity Trips					Deviated Fixed Route	$52.3	-	5.1	-	-	-	-	-	0.1	0.4	0.4	2.7	0.0	2.7	0.0	$0.0	699.48	$36,611	3,584.84	$9,186.14
Weekly	*Milaca - Sun*	*Mille Lacs*					*$52.3*	-	*6.3*	-	-	-	-	-	*7.0*	*7.0*	*7.0*	*7.0*	*0.0*	*7.0*	*0.0*	*$0.0*	*364.00*	*$19,052*	*2,305.33*	*$6,247.45*
Weekly	Milaca - Weekday	Mille Lacs					$52.3	-	6.3	-	-	-	-	-	8.0	8.0	8.0	8.0	0.0	8.0	0.0	$0.0	2,088.00	$109,286	13,224.00	$35,837.04
Weekly	Milaca/Princeton - Weekday DAR	Mille Lacs	Milaca	Princeton	Milaca, Princeton	Demand Response	$52.3	-	6.8	-	-	-	-	*8.5*	*8.5*	*8.5*	*8.5*	*8.5*	0.0	8.5	0.0	$0.0	2,218.50	$116,116	14,974.88	$44,924.63
Weekly	*Milaca/St Cloud - Weekly Service*	*Mille Lacs*	*Milaca*	*St Cloud*	*Milaca, St Cloud*		$52.3	-	6.2	-	-	-	-	*9.0*	*9.0*	*9.0*	*9.0*	*9.0*	*0.0*	*9.0*	*0.0*	*$0.0*	*468.00*	*$24,495*	*2,901.60*	*$8,704.80*
Weekly	*Onamia Weekly DAR*	*Mille Lacs*	*Onamia*	*Onamia*	*Onamia*	Demand Response	$52.3	-	10.0	-	-	-	-	*8.5*	*8.5*	*8.5*	*8.5*	*8.5*	*0.0*	*8.5*	*0.0*	*$0.0*	*442.00*	*$23,134*	*4,420.00*	*$13,260.00*

Type	Veh ID	Counties	From	To	2019 Cities	2019 Service Type	2019 Total hours	2020 Total hours	2021 Total hours	2022 Total hours	2023 Total hours	2024 Total hours	2025 Total hours	2019 Proj. Annual Trips	2020 Proj. Annual Trips	2021 Proj. Annual Trips	2022 Proj. Annual Trips	2023 Proj. Annual Trips	2024 Proj. Annual Trips	2025 Proj. Annual Trips	2019 Proj. total Cost	2020 Proj. total Cost	2021 Proj. total Cost	2022 Proj. total Cost	2023 Proj. total Cost	2024 Proj. total Cost	2025 Proj. total Cost	2019 Proj. total Revenue	2020 Proj. total Revenue	2021 Proj. total Revenue	2022 Proj. total Revenue	2023 Proj. total Revenue	2024 Proj. total Revenue	2025 Proj. total Revenue
Weekly	Sauk 1	Stearns	Sauk Centre	Sauk Centre	Sauk Centre	Demand Response	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	17,000.00	17,500.00	17,500.00	17,500.00	17500	17,500.00	17,500.00	**$130,850**	$130,850	$130,850	$130,850	$130,850	$130,850	$130,850	$21,250.00	$21,875.00	$21,875.00	$21,875.00	$21,875.00	$21,875.00	$21,875.00
Weekly	Sauk 2	Stearns	Sauk Centre	Sauk Centre	Melrose, Sauk Centre	Demand Response	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	14,500.00	14,400.00	14,400.00	14,400.00	14400	14,400.00	14,400.00	**$83,744**	$83,744	$83,744	$83,744	$83,744	$83,744	$83,744	$18,125.00	$18,000.00	$18,000.00	$18,000.00	$18,000.00	$18,000.00	$18,000.00
Weekly	Melrose	Stearns	Melrose	Sauk Centre	Melrose	Demand Response	1,600.00	2,578.75	2,578.75	2,578.75	2,578.75	2,578.75	2,578.75	10,000.00	15,472.50	15,472.50	15,472.50	15472.5	15,472.50	15,472.50	**$83,744**	$134,972	$134,972	$134,972	$134,972	$134,972	$134,972	$12,500.00	$19,340.63	$19,340.63	$19,340.63	$19,340.63	$19,340.63	$19,340.63
Weekly	Stearns	Stearns	Sauk Centre	St Cloud	Albany, Avon, Freeport, Melrose, St Joseph	Route Deviation	320.00	320.00	320.00	1,103.00	1,103.00	1,103.00	1,103.00	2,500.00	2,560.00	2,560.00	8,824.00	8824	8,824.00	8,824.00	**$16,749**	$16,749	$16,749	$57,731	$57,731	$57,731	$57,731	$7,500.00	$7,680.00	$7,680.00	$26,472.00	$26,472.00	$26,472.00	$26,472.00
Weekly	DAR 2 (WAC2)Route Dev	Benton, Stearns	St Cloud	St Cloud	St Stephen	Route Deviation	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	7,500.00	8,000.00	8,000.00	8,000.00	8000	8,000.00	8,000.00	**$83,744**	$83,744	$83,744	$83,744	$83,744	$83,744	$83,744	$22,500.00	$24,000.00	$24,000.00	$24,000.00	$24,000.00	$24,000.00	$24,000.00
Weekly	LF 1	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	1,700.00	1,700.00	1,700.00	2,874.50	2,874.50	2,874.50	2,874.50	10,500.00	10,200.00	10,200.00	17,247.00	17247	17,247.00	17,247.00	**$88,978**	$88,978	$88,978	$150,451	$150,451	$150,451	$150,451	$13,125.00	$12,750.00	$12,750.00	$21,558.75	$21,558.75	$21,558.75	$21,558.75
Weekly	Albany	Stearns	Albany	Albany	Albany	Demand Response	125.00	125.00	125.00	125.00	125.00	125.00	125.00	480.00	500.00	500.00	500.00	500	500.00	500.00	**$6,543**	$6,543	$6,543	$6,543	$6,543	$6,543	$6,543	$600.00	$625.00	$625.00	$625.00	$625.00	$625.00	$625.00
Weekly	Elk River 1	Sherburne	Elk River	Elk River	Elk River	Demand Response	2,400.00	2,400.00	2,400.00	2,400.00	2,400.00	2,400.00	2,400.00	12,000.00	12,000.00	12,000.00	12,000.00	12000	12,000.00	12,000.00	**$125,616**	$125,616	$125,616	$125,616	$125,616	$125,616	$125,616	$12,000.00	$12,000.00	$12,000.00	$12,000.00	$12,000.00	$12,000.00	$12,000.00
Weekly	LF1 Friday AM Route Deviati...	Morrison	Little Falls	Pierz	Pierz	Route Deviation	150.00	150.00	150.00	150.00	150.00	150.00	150.00	1,000.00	1,050.00	1,050.00	1,050.00	1050	1,050.00	1,050.00	**$7,851**	$7,851	$7,851	$7,851	$7,851	$7,851	$7,851	$1,000.00	$1,050.00	$1,050.00	$1,050.00	$1,050.00	$1,050.00	$1,050.00
Weekly	Big Lake (Options) Route Dev	Sherburne	Waite Park	Big Lake	Becker, Big Lake, Monticello	Route Deviation	1,995.00	1,995.00	1,995.00	1,995.00	1,995.00	1,995.00	1,995.00	9,000.00	9,975.00	9,975.00	9,975.00	9975	9,975.00	9,975.00	**$104,418**	$104,418	$104,418	$104,418	$104,418	$104,418	$104,418	$27,000.00	$29,925.00	$29,925.00	$29,925.00	$29,925.00	$29,925.00	$29,925.00
Weekly	ER 2 (Func bus)	Sherburne	Waite Park	Waite Park	Monticello	Route Deviation	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	13,000.00	12,500.00	12,500.00	12,500.00	12500	12,500.00	12,500.00	**$130,850**	$130,850	$130,850	$130,850	$130,850	$130,850	$130,850	$16,250.00	$15,625.00	$15,625.00	$15,625.00	$15,625.00	$15,625.00	$15,625.00
Weekly	DAR 4 (Wac S)	Stearns	Waite Park	Paynesville	Kimball, Paynesville, Waite Park	Route Deviation	2,200.00	2,200.00	2,200.00	2,200.00	2,200.00	2,200.00	2,200.00	14,400.00	15,400.00	15,400.00	15,400.00	15400	15,400.00	15,400.00	**$115,148**	$115,148	$115,148	$115,148	$115,148	$115,148	$115,148	$43,200.00	$46,200.00	$46,200.00	$46,200.00	$46,200.00	$46,200.00	$46,200.00
Weekly	ER 3 (Options N)-Route Dev	Sherburne	Elk River	Elk River	Elk River, Princeton, Zimmerman	Route Deviation	2,440.00	2,440.00	2,440.00	2,440.00	2,440.00	2,440.00	2,440.00	10,400.00	9,760.00	9,760.00	9,760.00	9760	9,760.00	9,760.00	**$127,710**	$127,710	$127,710	$127,710	$127,710	$127,710	$127,710	$13,000.00	$12,200.00	$12,200.00	$12,200.00	$12,200.00	$12,200.00	$12,200.00
Weekly	LF 2	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	1,900.00	1,900.00	1,900.00	1,900.00	2,865.70	2,865.70	2,865.70	10,000.00	9,500.00	9,500.00	9,500.00	14328.5	14,328.50	14,328.50	**$99,446**	$99,446	$99,446	$99,446	$149,991	$149,991	$149,991	$12,500.00	$11,875.00	$11,875.00	$11,875.00	$17,910.63	$17,910.63	$17,910.63
Weekly	Morrison 1	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	2,230.00	2,230.00	2,230.00	2,752.00	2,752.00	2,752.00	2,752.00	8,000.00	8,920.00	8,920.00	11,008.00	11008	11,008.00	11,008.00	**$116,718**	$116,718	$116,718	$144,040	$144,040	$144,040	$144,040	$10,000.00	$11,150.00	$11,150.00	$13,760.00	$13,760.00	$13,760.00	$13,760.00
Weekly	ER4	Sherburne	Elk River	Elk River	Elk River	Demand Response	2,535.00	2,535.00	2,535.00	2,535.00	2,535.00	2,535.00	2,535.00	11,340.00	10,140.00	10,140.00	10,140.00	10140	10,140.00	10,140.00	**$132,682**	$132,682	$132,682	$132,682	$132,682	$132,682	$132,682	$14,175.00	$12,675.00	$12,675.00	$12,675.00	$12,675.00	$12,675.00	$12,675.00
Weekly	DAR 3 (WAC1) Route Dev	Stearns	St Cloud	St Cloud	Cold Spring, St. Josheph	Route Deviation	2,525.00	2,525.00	3,177.50	3,177.50	3,177.50	3,177.50	3,177.50	13,350.00	12,625.00	15,887.50	15,887.50	15887.5	15,887.50	15,887.50	**$132,159**	$132,159	$166,310	$166,310	$166,310	$166,310	$166,310	$40,050.00	$37,875.00	$47,662.50	$47,662.50	$47,662.50	$47,662.50	$47,662.50
Weekly	Foley Route Deviation	Benton	St Cloud	Foley	Foley	Route Deviation	156.00	156.00	156.00	156.00	156.00	156.00	156.00	270.00	312.00	312.00	312.00	312	312.00	312.00	**$8,165**	$8,165	$8,165	$8,165	$8,165	$8,165	$8,165	$810.00	$936.00	$936.00	$936.00	$936.00	$936.00	$936.00
Weekly	DAR 1	Benton, Stearns	Waite Park	Waite Park	Cold Spring, Sauk rapids, St. cloud, St. Joseph	Demand Response	1,400.00	1,400.00	1,400.00	1,400.00	1,400.00	1,400.00	1,400.00	4,700.00	4,200.00	4,200.00	4,200.00	4200	4,200.00	4,200.00	**$73,276**	$73,276	$73,276	$73,276	$73,276	$73,276	$73,276	$14,100.00	$12,600.00	$12,600.00	$12,600.00	$12,600.00	$12,600.00	$12,600.00
Weekly	NSE Little Falls - Saturday	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	416.00	416.00	416.00	416.00	416.00	416.00	416.00	2,384.00	2,496.00	2,496.00	2,496.00	2496	2,496.00	2,496.00	**$35,002**	$35,002	$35,002	$35,002	$35,002	$35,002	$35,002	$2,980.00	$3,120.00	$3,120.00	$3,120.00	$3,120.00	$3,120.00	$3,120.00
Weekly	NSE Little Falls LF1 AM	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	260.00	260.00	260.00	260.00	260.00	260.00	260.00	1,488.00	1,560.00	1,560.00	1,560.00	1560	1,560.00	1,560.00	**$16,071**	$16,071	$16,071	$16,071	$16,071	$16,071	$16,071	$1,860.00	$1,950.00	$1,950.00	$1,950.00	$1,950.00	$1,950.00	$1,950.00
Weekly	NSE Little Falls LF2 PM	Morrison	Little Falls	Little Falls	Little Falls	Demand Response	260.00	260.00	260.00	260.00	260.00	260.00	260.00	1,488.00	1,560.00	1,560.00	1,560.00	1560	1,560.00	1,560.00	**$16,071**	$16,071	$16,071	$16,071	$16,071	$16,071	$16,071	$1,860.00	$1,950.00	$1,950.00	$1,950.00	$1,950.00	$1,950.00	$1,950.00
Weekly	NSE Sauk CNTR - Saturday	Stearns	Sauk Centre	Sauk Centre	Sauk Centre	Demand Response	416.00	416.00	416.00	416.00	416.00	416.00	416.00	1,992.00	2,080.00	2,080.00	2,080.00	2080	2,080.00	2,080.00	**$21,445**	$21,445	$21,445	$21,445	$21,445	$21,445	$21,445	$2,490.00	$2,600.00	$2,600.00	$2,600.00	$2,600.00	$2,600.00	$2,600.00
Weekly	NSE Sauk CNTR AM	Stearns	Sauk Centre	Sauk Centre	Sauk Centre	Demand Response	260.00	260.00	260.00	260.00	260.00	260.00	260.00	1,244.00	1,300.00	1,300.00	1,300.00	1300	1,300.00	1,300.00	**$14,433**	$14,433	$14,433	$14,433	$14,433	$14,433	$14,433	$1,555.00	$1,625.00	$1,625.00	$1,625.00	$1,625.00	$1,625.00	$1,625.00
Weekly	NSE Sauk CNTR PM	Stearns	Sauk Centre	Sauk Centre	Sauk Centre	Demand Response	260.00	260.00	260.00	260.00	260.00	260.00	260.00	1,244.00	1,300.00	1,300.00	1,300.00	1300	1,300.00	1,300.00	**$14,433**	$14,433	$14,433	$14,433	$14,433	$14,433	$14,433	$1,555.00	$1,625.00	$1,625.00	$1,625.00	$1,625.00	$1,625.00	$1,625.00
Weekly	NSE Holdingford - Albany	Stearns	Holdingford	Albany	Holdingford	Demand Response	260.00	260.00	260.00	260.00	260.00	260.00	260.00	1,040.00	1,040.00	1,040.00	1,040.00	1040	1,040.00	1,040.00	**$12,194**	$12,194	$12,194	$12,194	$12,194	$12,194	$12,194	$3,120.00	$3,120.00	$3,120.00	$3,120.00	$3,120.00	$3,120.00	$3,120.00
Monthly	Little Falls to St. Cloud Ro...	Morrison	Little Falls	St Cloud	Little Falls	Route Deviation	77.00	77.00	77.00	77.00	77.00	77.00	77.00	300.00	308.00	308.00	308.00	308	308.00	308.00	**$4,030**	$4,030	$4,030	$4,030	$4,030	$4,030	$4,030	$900.00	$924.00	$924.00	$924.00	$924.00	$924.00	$924.00
Monthly	ER 2 Crossroads Trip Route D...	Sherburne	Elk River	St Cloud	Becker, Big lake, Elk river	Route Deviation	43.00	43.00	43.00	43.00	43.00	43.00	43.00	300.00	301.00	301.00	301.00	301	301.00	301.00	**$2,251**	$2,251	$2,251	$2,251	$2,251	$2,251	$2,251	$900.00	$903.00	$903.00	$903.00	$903.00	$903.00	$903.00
Monthly	ER 2 Zimm to ER Route Deviat...	Sherburne	Zimmerman	Elk River	Zimmerman	Route Deviation	48.00	48.00	48.00	48.00	48.00	48.00	48.00	150.00	144.00	144.00	144.00	144	144.00	144.00	**$2,512**	$2,512	$2,512	$2,512	$2,512	$2,512	$2,512	$450.00	$432.00	$432.00	$432.00	$432.00	$432.00	$432.00
Weekly	ml Mil-DAC AM	Mille Lacs	Milaca	Milaca	Milaca	Demand Response	252.00	774.00	774.00	774.00	774.00	774.00	774.00	2,500.00	7,740.00	7,740.00	7,740.00	7740	7,740.00	7,740.00	**$13,190**	$40,511	$40,511	$40,511	$40,511	$40,511	$40,511	$7,500.00	$23,220.00	$23,220.00	$23,220.00	$23,220.00	$23,220.00	$23,220.00
Weekly	ml Mil-DAC PM	Mille Lacs	Milaca	Milaca	Milaca	Route Deviation	315.00	315.00	315.00	315.00	315.00	315.00	315.00	2,078.00	2,205.00	2,205.00	2,205.00	2205	2,205.00	2,205.00	**$16,487**	$16,487	$16,487	$16,487	$16,487	$16,487	$16,487	$6,234.00	$6,615.00	$6,615.00	$6,615.00	$6,615.00	$6,615.00	$6,615.00
Weekly	ml MILACA	Mille Lacs	Milaca	Milaca	Bock,Milaca,Pease	Route Deviation	1,512.00	1,512.00	1,512.00	1,512.00	1,512.00	1,512.00	1,512.00	3,458.00	3,024.00	3,024.00	3,024.00	3024	3,024.00	3,024.00	**$79,138**	$79,138	$79,138	$79,138	$79,138	$79,138	$79,138	$7,365.54	$6,441.12	$6,441.12	$6,441.12	$6,441.12	$6,441.12	$6,441.12
Weekly	ml PRNCTN	Mille Lacs	Princeton	Princeton	Princeton	Route Deviation	1,512.00	1,512.00	1,512.00	1,512.00	1,512.00	1,512.00	1,512.00	4,322.00	4,536.00	4,536.00	4,536.00	4536	4,536.00	4,536.00	**$79,138**	$79,138	$79,138	$79,138	$79,138	$79,138	$79,138	$5,402.50	$5,670.00	$5,670.00	$5,670.00	$5,670.00	$5,670.00	$5,670.00
Weekly	ml PRNCTN C	Mille Lacs	Princeton	Princeton	Princeton	Route Deviation	1,494.00	1,494.00	1,494.00	1,494.00	1,494.00	1,494.00	1,494.00	5,976.00	5,976.00	5,976.00	5,976.00	5976	5,976.00	5,976.00	**$78,196**	$78,196	$78,196	$78,196	$78,196	$78,196	$78,196	$7,470.00	$7,470.00	$7,470.00	$7,470.00	$7,470.00	$7,470.00	$7,470.00
Weekly	ml PRN-C DAC AM	Mille Lacs	Milaca	Princeton	Cambridge,Milaca,Princeton	Route Deviation	504.00	504.00	504.00	504.00	504.00	504.00	504.00	3,674.00	3,528.00	3,528.00	3,528.00	3528	3,528.00	3,528.00	**$26,379**	$26,379	$26,379	$26,379	$26,379	$26,379	$26,379	$11,022.00	$10,584.00	$10,584.00	$10,584.00	$10,584.00	$10,584.00	$10,584.00
Weekly	ml PRN-C DAC PM	Mille Lacs	Princeton	Milaca	Cambridge,Milaca,Princeton	Route Deviation	504.00	504.00	504.00	504.00	504.00	504.00	504.00	3,624.00	3,528.00	3,528.00	3,528.00	3528	3,528.00	3,528.00	**$26,379**	$26,379	$26,379	$26,379	$26,379	$26,379	$26,379	$10,872.00	$10,584.00	$10,584.00	$10,584.00	$10,584.00	$10,584.00	$10,584.00
Weekly	ml PRN DAC AM1	Mille Lacs	Milaca	Princeton	Milaca,Princeton	Route Deviation	315.00	315.00	315.00	315.00	315.00	315.00	315.00	1,840.00	1,890.00	1,890.00	1,890.00	1890	1,890.00	1,890.00	**$16,487**	$16,487	$16,487	$16,487	$16,487	$16,487	$16,487	$5,520.00	$5,670.00	$5,670.00	$5,670.00	$5,670.00	$5,670.00	$5,670.00
Weekly	ml PRN DAC PM1	Mille Lacs	Princeton	Milaca	Milaca,Princeton	Route Deviation	252.00	252.00	252.00	252.00	252.00	252.00	252.00	1,812.00	1,764.00	1,764.00	1,764.00	1764	1,764.00	1,764.00	**$13,190**	$13,190	$13,190	$13,190	$13,190	$13,190	$13,190	$5,436.00	$5,292.00	$5,292.00	$5,292.00	$5,292.00	$5,292.00	$5,292.00
Weekly	ml Shop rte	Mille Lacs	Isle	Princeton	Bock,Isle,Milaca,Onamia,Pease,Princeton,Wahkon	Route Deviation	260.00	260.00	703.70	703.70	703.70	703.70	703.70	964.00	1,040.00	2,814.80	2,814.80	2814.8	2,814.80	2,814.80	**$13,608**	$13,608	$36,832	$36,832	$36,832	$36,832	$36,832	$2,892.00	$3,120.00	$8,444.40	$8,444.40	$8,444.40	$8,444.40	$8,444.40
Weekly	Little Falls/Morrison County - Sat DAR					Demand Response	-	208.00	208.00	208.00	208.00	208.00	208.00	-	1,144.00	1,144.00	1,144.00	1144	1,144.00	1,144.00	-	$10,887	$10,887	$10,887	$10,887	$10,887	$10,887	-	$1,430.00	$1,430.00	$1,430.00	$1,430.00	$1,430.00	$1,430.00
Weekly	*Cold Spring - Sat DAR*					*Demand Response*	-	468.00	468.00	468.00	468.00	468.00	468.00	-	2,574.00	2,574.00	2,574.00	2574	2,574.00	2,574.00	-	$24,495	$24,495	$24,495	$24,495	$24,495	$24,495	-	$3,217.50	$3,217.50	$3,217.50	$3,217.50	$3,217.50	$3,217.50
Weekly	Sherburne County - Weekday						-	0.00	0.00	0.00	2,871.00	2,871.00	2,871.00	-	-	-	-	15120.6	15,120.60	15,120.60	-	$0	$0	$0	$150,268	$150,268	$150,268	-	$0.00	$0.00	$0.00	$22,176.88	$22,176.88	$22,176.88
Weekly	Melrose - Winter						-	1,782.00	1,782.00	1,782.00	1,782.00	1,782.00	1,782.00	-	9,297.39	9,297.39	9,297.39	9297.391304	9,297.39	9,297.39	-	$93,270	$93,270	$93,270	$93,270	$93,270	$93,270	-	$17,179.96	$17,179.96	$17,179.96	$17,179.96	$17,179.96	$17,179.96	$17,179.96
Weekly	Little Falls/Morrison County - Sun						-	0.00	364.00	364.00	364.00	364.00	364.00	-	-	2,184.00	2,184.00	2184	2,184.00	2,184.00	-	$0	$19,052	$19,052	$19,052	$19,052	$19,052	-	$0.00	$2,548.00	$2,548.00	$2,548.00	$2,548.00	$2,548.00	
Weekly	Stearns/Sherburne County - Sat #1						-	0.00	0.00	468.00	468.00	468.00	468.00	-	-	-	2,808.00	2808	2,808.00	2,808.00	-	$0	$0	$24,495	$24,495	$24,495	$24,495	-	$0.00	$0.00	$3,276.00	$3,276.00	$3,276.00	$3,276.00	$3,276.00
Weekly	Sherburne County - Sat DAR #1					Demand Response	-	0.00	0.00	468.00	468.00	468.00	468.00	-	-	-	2,574.00	2574	2,574.00	2,574.00	-	$0	$0	$24,495	$24,495	$24,495	$24,495	-	$0.00	$0.00	$3,217.50	$3,217.50	$3,217.50	$3,217.50	$3,217.50
Weekly	Sherburne County - Sat DAR #2					Demand Response	-	0.00	0.00	468.00	468.00	468.00	468.00	-	-	-	2,574.00	2574	2,574.00	2,574.00	-	$0	$0	$24,495	$24,495	$24,495	$24,495	-	$0.00	$0.00	$3,217.50	$3,217.50	$3,217.50	$3,217.50	$3,217.50
Weekly	Sherburne County - Sun DAR #1					Demand Response	-	0.00	0.00	0.00	0.00	468.00	468.00	-	-	-	-	0	2,574.00	2,574.00	-	$0	$0	$0	$0	$24,495	$24,495	-	$0.00	$0.00	$0.00	$0.00	$3,217.50	$3,217.50	
Weekly	Paynesville to Brooten Intercity					Deviated Fixed Route	-	0.00	0.00	0.00	104.40	104.40	104.40	-	-	-	-	535.05	535.05	535.05	-	$0	$0	$0	$5,464	$5,464	$5,464	-	$0.00	$0.00	$0.00	$1,371.07	$1,371.07	$1,371.07	
Weekly	Milaca - Sat	Mille Lacs					-	468.00	468.00	468.00	468.00	468.00	468.00	-	2,964.00	2,964.00	2,964.00	2964	2,964.00	2,964.00	-	$24,495	$24,495	$24,495	$24,495	$24,495	$24,495	-	$8,032.44	$8,032.44	$8,032.44	$8,032.44	$8,032.44	$8,032.44	
Weekly	Additional Intercity Trips					Deviated Fixed Route	-	-	33.93	104.40	104.40	699.48	699.48	-	-	173.89	535.05	535.05	3,584.84	3,584.84	-	-	$1,776	$5,464	$5,464	$36,611	$36,611	-	-	$445.60	$1,371.07	$1,371.07	$9,186.14	$9,186.14	
Weekly	*Milaca - Sun*	*Mille Lacs*					-	-	364.00	364.00	364.00	364.00	364.00	-	-	2,305.33	2,305.33	2305.333333	2,305.33	2,305.33	-	-	$19,052	$19,052	$19,052	$19,052	$19,052	-	-	$6,247.45	$6,247.45	$6,247.45	$6,247.45	$6,247.45	
Weekly	Milaca - Weekday	Mille Lacs					-	-	2,088.00	2,088.00	2,088.00	2,088.00	2,088.00	-	-	13,224.00	13,224.00	13224	13,224.00	13,224.00	-	-	$109,286	$109,286	$109,286	$109,286	$109,286	-	-	$35,837.04	$35,837.04	$35,837.04	$35,837.04	$35,837.04	
Weekly	Milaca/Princeton - Weekday DAR	Mille Lacs	Milaca	Princeton	Milaca, Princeton	Demand Response	-	2,218.50	2,218.50	2,218.50	2,218.50	2,218.50	2,218.50	-	14,974.88	14,974.88	14,974.88	14974.875	14,974.88	14,974.88	-	$116,116	$116,116	$116,116	$116,116	$116,116	$116,116	-	$44,924.63	$44,924.63	$44,924.63	$44,924.63	$44,924.63	$44,924.63	
Weekly	*Milaca/St Cloud - Weekly Service*	*Mille Lacs*	*Milaca*	*St Cloud*	*Milaca, St Cloud*		-	468.00	468.00	468.00	468.00	468.00	468.00	-	2,901.60	2,901.60	2,901.60	2901.6	2,901.60	2,901.60	-	$24,495	$24,495	$24,495	$24,495	$24,495	$24,495	-	$8,704.80	$8,704.80	$8,704.80	$8,704.80	$8,704.80	$8,704.80	
Weekly	*Onamia Weekly DAR*	*Mille Lacs*	*Onamia*	*Onamia*	*Onamia*	*Demand Response*	-	442.00	442.00	442.00	442.00	442.00	442.00	-	4,420.00	4,420.00	4,420.00	4420	4,420.00	4,420.00	-	$23,134	$23,134	$23,134	$23,134	$23,134	$23,134	-	$13,260.00	$13,260.00	$13,260.00	$13,260.00	$13,260.00	$13,260.00	

2019 Total	2019 Local Share (20%)	**2020 Total Cost**	**2020 Local Share (20%)**	**2021 Total Cost**	**2021 Local Share (20%)**	**2022 Total Cost**	**2022 Local Share (20%)**	**2023 Total Cost**	**2023 Local Share (20%)**	**2024 Total Cost**	**2024 Local Share (20%)**	**2025 Total Cost**	**2025 Local Share (20%)**
$ 2,169,023.20	$ 433,804.64	$ 2,641,398.93	$ 528,279.79	$ 2,939,759.66	$ 587,951.93	$ 3,254,093.17	$ 650,818.63	$ 3,583,882.74	$ 716,776.55	$ 3,755,903.09	$ 751,180.62	$ 3,868,580.18	$ 773,716.04
2019 Revenue		**2020 Revenue**		**2021 Revenue**		**2022 Revenue**		**2023 Revenue**		**2024 Revenue**		**2025 Revenue**	
$ 387,069.04		$ 523,287.45		$ 602,841.64		$ 665,561.75		$ 718,825.17		$ 753,179.70		$ 775,775.09	

2019 Total	2019 Local Share (20%)	**2020 Total Cost**	**2020 Local Share (20%)**	**2021 Total Cost**	**2021 Local Share (20%)**	**2022 Total Cost**	**2022 Local Share (20%)**	**2023 Total Cost**	**2023 Local Share (20%)**	**2024 Total Cost**	**2024 Local Share (20%)**	**2025 Total Cost**	**2025 Local Share (20%)**
$ 2,169,023.20	$ 433,804.64	$ 2,641,398.93	$ 528,279.79	$ 2,937,875.61	$ 587,575.12	$ 3,248,122.18	$ 649,624.44	$ 3,577,732.62	$ 715,546.52	$ 3,713,461.16	$ 742,692.23	$ 3,824,864.99	$ 764,973.00
2019 Revenue		**2020 Revenue**		**2021 Revenue**		**2022 Revenue**		**2023 Revenue**		**2024 Revenue**		**2025 Revenue**	
$ 387,069.04		$ 523,287.45		$ 602,368.90		$ 664,063.55		$ 717,282.02		$ 742,530.45		$ 764,806.36	

Five Year Capital Plan

Provider																			
Line Number	Line Item Name	2017 Actual	2017 Match	2018 Actual	2018 Match	2019 Budget	Inflation Factor (3% / year)	2020	2020 (Match)	2021	2021 (Match)	2022	2022 (Match)	2023	2023 (Match)	2024	2024 (Match)	2025	2025 (Match)
1711	Vehicle Cost	$ 381,996.00	$ 76,399.20	$ 324,000.00	$ 64,800.00	$ 680,000.00	$ 0.03	$ 957,000.00	$ 191,400.00	$ 273,000.00	$ 54,600.00	$ 280,000.00	$ 56,000.00	$ 480,000.00	$ 96,000.00	$ 306,000.00	$ 61,200.00	$ -	$ -
1712	Farebox(es)		$ -		$ -				$ -		$ -		$ -		$ -		$ -		$ -
1713	AVL/MDT		$ -		$ -				$ -		$ -		$ -		$ -		$ -		$ -
1714	Camera(s)		$ -		$ -				$ -		$ -		$ -		$ -		$ -		$ -
1715	Logos		$ -		$ -				$ -		$ -		$ -		$ -		$ -		$ -
1716	Radio (Communication Equipment)		$ -		$ -				$ -		$ -		$ -		$ -		$ -		$ -
1717	Other Bus Related Equipment		$ -		$ -				$ -		$ -		$ -		$ -		$ -		$ -
1720	Lift, Ramp Expenses, etc.		$ -		$ -				$ -		$ -		$ -		$ -		$ -		$ -
1730	Radio Equipment Expenses		$ -		$ -				$ -		$ -		$ -		$ -		$ -		$ -
1740	Fare Box Expenses		$ -		$ -				$ -		$ -		$ -		$ -		$ -		$ -
Capital	Total 1700 (1711 - 1740)	$ 381,996.00	$ 76,399.20	$ 324,000.00	$ 64,800.00	$ 680,000.00	$ 0.03	$ 957,000.00	$ 191,400.00	$ 273,000.00	$ 54,600.00	$ 280,000.00	$ 56,000.00	$ 480,000.00	$ 96,000.00	$ 306,000.00	$ 61,200.00	$ -	$ -
1750	Other Capital Expenses		$ -		$ -				$ -		$ -		$ -		$ -		$ -		$ -
1760	Facility Purchase and/or Construction Cost		$ -		$ -	$ 1,079,918.00		$ 1,080,000.00	$ 216,000.00	$ 2,256,486.00	$ 451,297.20		$ -		$ -		$ -		$ -
	Total Capital Budget	$ 381,996.00	$ 76,399.20	$ 324,000.00	$ 64,800.00	$ 1,759,918.00	$ 0.03	$ 2,037,000.00	$ 407,400.00	$ 2,529,486.00	$ 505,897.20	$ 280,000.00	$ 56,000.00	$ 480,000.00	$ 96,000.00	$ 306,000.00	$ 61,200.00	$ -	$ -

Five Year Capital Plan

Provider																			
Line Number	Line Item Name	2017 Actual	2017 Match	2018 Actual	2018 Match	2019 Budget	Inflation Factor (3% / year)	2020	2020 (Match)	2021	2021 (Match)	2022	2022 (Match)	2023	2023 (Match)	2024	2024 (Match)	2025	2025 (Match)
1711	Vehicle Cost	$ 381,996.00	$ 76,399.20	$ 324,000.00	$ 64,800.00	$ 680,000.00	$ 0.03	$ 957,000.00	$ 191,400.00	$ 525,000.00	$ 105,000.00	$ 532,000.00	$ 106,400.00	$ 480,000.00	$ 96,000.00	$ 306,000.00	$ 61,200.00	$ -	$ -
1712	Farebox(es)		$ -		$ -				$ -		$ -		$ -		$ -		$ -		$ -
1713	AVL/MDT		$ -		$ -				$ -		$ -		$ -		$ -		$ -		$ -
1714	Camera(s)		$ -		$ -				$ -		$ -		$ -		$ -		$ -		$ -
1715	Logos		$ -		$ -				$ -		$ -		$ -		$ -		$ -		$ -
1716	Radio (Communication Equipment)		$ -		$ -				$ -		$ -		$ -		$ -		$ -		$ -
1717	Other Bus Related Equipment		$ -		$ -				$ -		$ -		$ -		$ -		$ -		$ -
1720	Lift, Ramp Expenses, etc.		$ -		$ -				$ -		$ -		$ -		$ -		$ -		$ -
1730	Radio Equipment Expenses		$ -		$ -				$ -		$ -		$ -		$ -		$ -		$ -
1740	Fare Box Expenses		$ -		$ -				$ -		$ -		$ -		$ -		$ -		$ -
Capital	Total 1700 (1711 - 1740)	$ 381,996.00	$ 76,399.20	$ 324,000.00	$ 64,800.00	$ 680,000.00	$ 0.03	$ 957,000.00	$ 191,400.00	$ 525,000.00	$ 105,000.00	$ 532,000.00	$ 106,400.00	$ 480,000.00	$ 96,000.00	$ 306,000.00	$ 61,200.00	$ -	$ -
1750	Other Capital Expenses		$ -		$ -				$ -		$ -		$ -		$ -		$ -		$ -
1760	Facility Purchase and/or Construction Cost		$ -		$ -	$ 1,079,918.00		$ 1,080,000.00	$ 216,000.00	$ 2,256,486.00	$ 451,297.20		$ -		$ -		$ -		$ -
	Total Capital Budget	$ 381,996.00	$ 76,399.20	$ 324,000.00	$ 64,800.00	$ 1,759,918.00	$ 0.03	$ 2,037,000.00	$ 407,400.00	$ 2,781,486.00	$ 556,297.20	$ 532,000.00	$ 106,400.00	$ 480,000.00	$ 96,000.00	$ 306,000.00	$ 61,200.00	$ -	$ -

Year	Total Revenue Hours	Total Revenue Miles	Total Passenger Trips	Total Operating Cost	Total Federal share	Total State share	Local share	Total Farebox Revenues	Total revenue from contract (i.e. advertisements)	Other local revenues, $ and source (local subsidy)	Total Operating Revenue	Excess revenue generated (aka. reserve account)	Notes/comments example - merger with another system, extended service into a new county, etc.
2013	16,635	249,150	78,079	$1,041,792	$244,500	$591,050	$156,269	$111,081	$62,507	$2,036	$175,624	$0	Used $ 30,618.00 reserve from prior year and receivable received after year end
2014	24,378	343,138	105,150	$1,517,980	$386,800	$864,400	$227,697	$111,431	$169,110	$45,833	$326,374	$59,594	Reserve for 2014 year
2015	30,140	438,779	120,340	$1,948,881	$450,600	$1,104,050	$292,332	$132,875	$313,691	$0	$446,566	$111,929	Added Sherburne County / Cumulative Reserve 2015
2016	30,640	447,220	121,519	$2,034,820	$0	$1,725,500	$305,223	$109,085	$274,402	$0	$383,487	$186,096	Cumulative Reserve 2016
2017 - actual	30,800	447,385	125,960	$2,135,818	$611,073	$1,192,000	$320,373	$120,752	$269,142	$0	$389,894	$195,705	Cumulative Reserve 2017 / Used part for bus match with approval / Receivable of $ 8.87 adj after close of 2016
2018 - projected	32,000	460,807	130,000	**$2,356,794**	$728,000	$1,138,600	$353,519	$114,000	$262,000	$	$376,000	$81,511	Will need to request use of reserve, if needed
2019 - projected	32,960	474,631	133,900	**$2,780,000**	$	$	$417,000	$134,520	$309,160	$	$443,680	$	Addition of Mille Lacs County
2020 - projected	33,949	488,870	137,917	**$2,863,400**	$	$	$429,510	$138,556	$318,435	$	$456,990	$	
2021 - projected	34,967	503,536	142,055	**$2,949,302**	$	$	$442,395	$142,712	$327,988	$	$470,700	$	
2022 - projected	36,016	518,642	146,316	**$3,037,781**	$	$	$455,667	$146,994	$337,827	$	$484,821	$	
2023 - projected	37,097	534,201	150,706	**$3,128,914**	$	$	$469,337	$151,403	$347,962	$	$499,366	$	
2024 - projected	38,210	550,227	155,227	**$3,222,782**	$	$	$483,417	$155,946	$358,401	$	$514,347	$	
2025 - projected	39,356	566,734	159,884	**$3,319,465**	$	$	$497,920	$160,624	$369,153	$	$529,777	$	

***Assume annual 3% inflation increase on current services from previous year**