RTCC

Regional Transportation
Coordinating Council
Region 5 MN

OPERATIONAL
IMPLEMENTATION
PLAN

R5DC

REGION FIVE
Development Commission

Contents

Introduction

Transportation services come in many different forms and are administered by a wide range of organizations across the state of Minnesota. With that in mind it can also be challenging to understand both the availability and accessibility of transportation services. Coordination between transportation providers, service agents, and the private sector is a goal to fill transportation gaps, streamline access to transportation and provide individuals more options of where and when to travel.

Thus, the Minnesota Department of Transportation (MnDot) and the MN Department of Human Services, in collaboration with other state agencies through the MN Council on Transportation Access (MCOTA) are working with regional governments, such as Region Five Development Commission to create Regional Transportation Coordinating Councils (RTCCs).

Through the RTCC there will be formalized increased coordination between providers and service agencies will result in an efficient system of transportation options, which will provide customers easier access to services that meet their transportation needs with a focus on those who are "transportation disadvantaged" such as older adults, individuals with disabilities, individuals with low incomes, and/ or military veterans.

Background
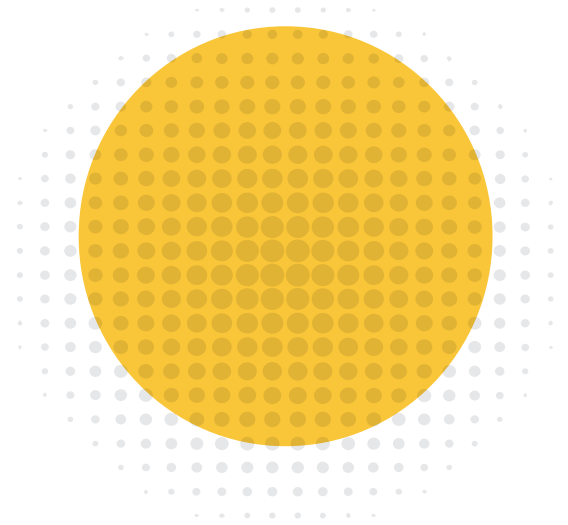
MnDOT's 2017 (initial) RTCC Organizational Planning Grant Solicitation
During the fall of 2017 MnDOT launched its initial RTCC Organizational Planning Grant Solicitation. Eligible applicants included municipalities, Counties, legislatively established transit commissions and authorities, regional development Commissions, and potential vendors.

The grant solicitation was opened on November 1st, 2017. A deadline for letters of intent to apply was set for February 15th, 2018, and the final application deadline was March 31st, 2018. Successful applicants were notified of their awards in June 2018 and grant agreements were executed in July 2018, whereupon grant awardees were able to begin executing their workplans.

Identifying Region Need for RTCC
On November 14th, 2017 the Region Five Development Commission held a meeting to review Region Five's approach to stakeholder support and participation, and to identify additional stakeholders, solicit comments and hear recommendations. In addition to this meeting, Region Five also accepted written comments and/or counter proposals to the R5DC – RTCC application.

Region Five staff invited transportation stakeholders from throughout the region including representatives from the region's county department of social services, Minnesota Area Agencies on Aging, Workforce Development, transportation providers, human services agencies, transportation and human services advocates, veteran service organizations, Minnesota Continuum of Care Coordinators, Centers for Independent Living and public and private funders of transportation services and others.

Based on the discussions from this meeting and feedback from the broad list of stakeholders, and with no other entity in the region indicating that they were interested in pursuing the RTCC planning grant, it became evident that the Region R5DC would be the organization best suited to be the RTCC Organizational Planning Grant applicant within the region five counties.

Therefore, the R5DC began making plans to apply, by collecting what ended up being eleven (11) letters of support from regional stakeholders, counties and local units of government and drafting a formal letter of intent to apply. Additionally, Region Five Staff prepared a resolution providing authorization to apply – the Resolution was passed by the Region Five Development Commission on January 25th, 2018.

Formal Letter of Intent
On December 30th, 2017, the R5DC submitted its formal letter of intent to MnDOT's Greater MN Mobility Management program Coordinator. In addition to the letter of intent to apply, Region Five drafted a press release announcing its intent to apply and distributed the press releases to the papers of record of each county and several municipalities throughout the region requesting affidavits of notice of publication.

Region Five's Application
R5DC submitted its RTCC Organizational Planning Grant application on March 15th, 2018. Region Five's application consisted of the following:

1.   Letter of Intent
2.   Project Description
3.   Support and Partnerships (11)
4.   Organizational Background
5.   Project Readiness, Planning and Budget Proposal
6.   Proposed Budget
7.   Publication Notification Affidavit
8.   Stakeholder Provider Contact List
9.   Non-Collusion Agreement
10.   Workers Compensation Insurance (Proof)
11.   Resolution

MnDOT's 2018 (second) RTCC Organizational Planning Grant Solicitation
In order to further promote the creation of RTCC's throughout the State, MnDOT opened a second RTCC Organizational Planning grant solicitation in the fall of 2018 with a similar timeline and requirements as the 2017 solicitation.

Planning Process

The first 12 months of the Regional Transportation Coordinating Councils RTCC Organizational Planning grant consisted of a planning process that included both civic and stakeholder involvement. This was achieved through stakeholder meetings as well as public meetings which will be described below.

Stakeholders
The R5RTCC or Region Five Regional Transportation Coordinating Council consisted of stakeholders interested in improving mobility for "transportation disadvantaged" individuals and they ranged from Public Transit Directors, to Veteran Service Officers, to Human Service Agencies. The ability to have stakeholders from different areas of transportation as well as different counties helped bring new ideas to the table as well as help with goal development.

Meetings
During the 12-month planning process a total of 10 meetings were held, with six stakeholder meetings and four public meetings. A description of each can be found on page 8.
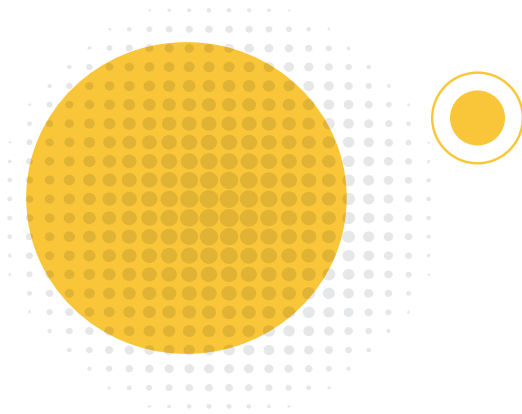
Improving mobility for the "transportation disadvantaged" and all people in Region 5

Meetings	July	August	September	October	November	December	January	February	March	April	May	June
Meetings/ Key Stakeholders Schedule *set date/times 10am-12pm*	Convene RTCC @ Sourcewell in Staples (7/18/18)		Convene RTCC @ Sourcewell in Staples (9/18/18)		Convene RTCC @ Sourcewell in Staples (11/21/18)		Convene RTCC @ Sourcewell in Staples (1/16/19)		Convene RTCC @ Sourcewell in Staples (3/20/19)		Convene RTCC @ Sourcewell in Staples (5/15/19)	
Public Participation Schedule *set date/times 6pm-8pm*						Public Meeting -Todd/ Wadena County @ Timbers (12/4/18)		Public Meeting - Cass County @ School in Pine River (2/5/19)		Public Meeting -Crow Wing County @ Arboretum in Brainerd (4/2/19)		Public Meeting -Morrison County @ Sprout in Little Falls (6/4/19)
Tasks and Deliverables	July	August	September	October	November	December	January	February	March	April	May	June
MNDOT	MPR & RFF	Submit definition of region- MPR & RFF	MPR & RFF	MPR & RFF	MPR & RFF	MPR & RFF	MPR & RFF	Submit Draft Plan- MPR and RFF	MPR & RFF	MPR & RFF	MPR & RFF	Submit final plan- MPR & RFF
RTCC *create agendas*	Confirm definition of "region", define membership, review bylaws, identify LHS-PTCP alignment		Refine RTCC & Stakeholder involvement Strategy- Public Participation Plan		Draft Implementation Goals & Objectives (align with LHS-PTCP)		Draft Implementation Activities & Resources		Draft Implementation Budget Proposal		Finalize Plan & Budget	
Stakeholder and Public				Launch Website		Review & Revise		Review & Revise		Review & Revise		Final Plan
Website, Social Media and Press Release				POST request for comment on all RTCC activity to date. Post all MnDot reports to date on website	POST upcoming stakeholder/ public meeting notice	After Public Meeting: POST request for public comment on Goals & Objectives for those unable to attend public meeting	POST upcoming stakeholder/ public meeting notice	After Public Meeting: POST request for public comment on Activities & Resources for those unable to attend public meeting	POST upcoming stakeholder/ public meeting notice	After Public Meeting: POST request for public comment on Budget Proposal for those unable to attend public meeting	POST upcoming stakeholder/ public meeting notice	

R5DC- 12 Month Planning Grant- Operational Implementation Plan- TIMELINE

WEBSITE - http://www.coordinatemntransit.org/

# Planning Process

Stakeholder Meetings (6)
Stakeholders met bi-monthly during the yearlong planning process and at each meeting there was a specific activity or deliverable that needed to be completed to meet grant requirements. These included:

1. Review MnDot planning grant deliverables and planning budget.   Confirm definition of the "region", Expand list of key stakeholder membership, Revise staff drafted by-laws.
2. Refine stakeholder involvement strategy and public participation plan (attached) and revisit any old unfinished business from previous meetings.
3. Design RTCC implementation goals and objectives.
4. Design RTCC implementation activities and document resources.
5. Review staff proposed implementation budget.
6. Finalize plan including budget.

Stakeholder meetings were also a way for the stakeholders themselves to interact with individuals from the Region Five area to see what challenges they are facing, any successes they have had, and how they can work with fellow stakeholders to improve transportation in their specific city, town, county, or region.

Public Meetings (4)
To spread the word about the RTCC in the region and gather valuable public input it was deemed that there would four public meetings during the 12-month planning phase. Each meeting would be held in a different county except for Todd and Wadena County's meeting being combined to keep the number of public meetings at four. These meetings were also used to gather input from the public regarding transportation which was then gathered by staff and brought to stakeholder meetings for them to review. The information collected at the public meetings was direct feedback on the DRAFT goals that the stakeholders came up with at their third stakeholder meeting. This was accomplished by having large print outs of all the DRAFT goals produced by stakeholders with room for them to physically write down any concerns they had about the goal, provide any changes they would like to see, or simply agree with the goal. The public could also indicate what cities they travel to and what cities they would like to travel to in the region on a print out of all the major cities in and around whatever county the meeting was in.
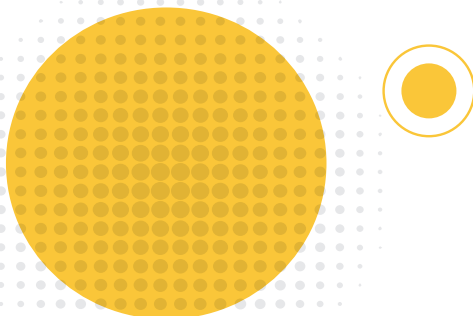
Outcomes

This section outlines and describes the outcomes from the Region Five, RTCC Organizational Planning Grant, otherwise known as Phase I. Certain of the outcomes that will be described were outcomes that were requirements of the grant. Others were outcomes that came either through the public engagement process, or through the work of the stakeholders and provided added value to the required outcomes. The outcomes fall into two broad categories, 1. Stakeholder meeting outcomes, and 2. Public meeting outcomes.

Stakeholder Meeting Outcomes

As was mentioned above, the stakeholders had several tasks including defining the geography of the region that the RTCC would serve, determining the constituency of the RTCC Membership, identifying alignment with the Local Human Service Transit Coordination Plan (LHSTCP), developing Operational Guidelines (Bylaws) for the RTCC to operate under, developing and approving a public participation plan, Drafting implementation goals and objectives that align with the LHSTCP, and finally drafting and finalizing a plan and budget.

Defining the Region

Just like in the natural world, and particularly in hydrology, we see the formation of natural watersheds; similarly, in transportation we see patterns of travel emerge that could in a similar way be termed travel-sheds. In other words, The stakeholders first task was to identify the logical geographic scope of the planning area or region.

In addition to discussions at the stakeholder meetings, the group also sought to align the region with other organizations and planning initiatives already identified regions in order to create alignment with planning work already completed or already underway.

The RTCC Organizational Planning Grant application provided a map of the Minnesota Association of County Social Services Administrators (MACSSA) regions, as an example of how regions might align themselves throughout the state. Furthermore, the MACSSA map and the counties served by R5DC (Cass, Crow Wing, Morrison, Todd, and Wadena) were in perfect alignment .

Furthermore, a parallel transit planning initiative, the five-year Transit authority plan updates created a similar map of regions throughout the state and this to had identified the same five counties as MACSSA and R5DC.

Therefore, it was determined that the R5 RTCC's region should be formally identified in the operational guidelines as the five counties of: Cass, Crow-Wing, Morrison, Todd and Wadena.

Region 5 RTCC

R5 RTCC

Region 5 Regional Transportation Coordinating Council
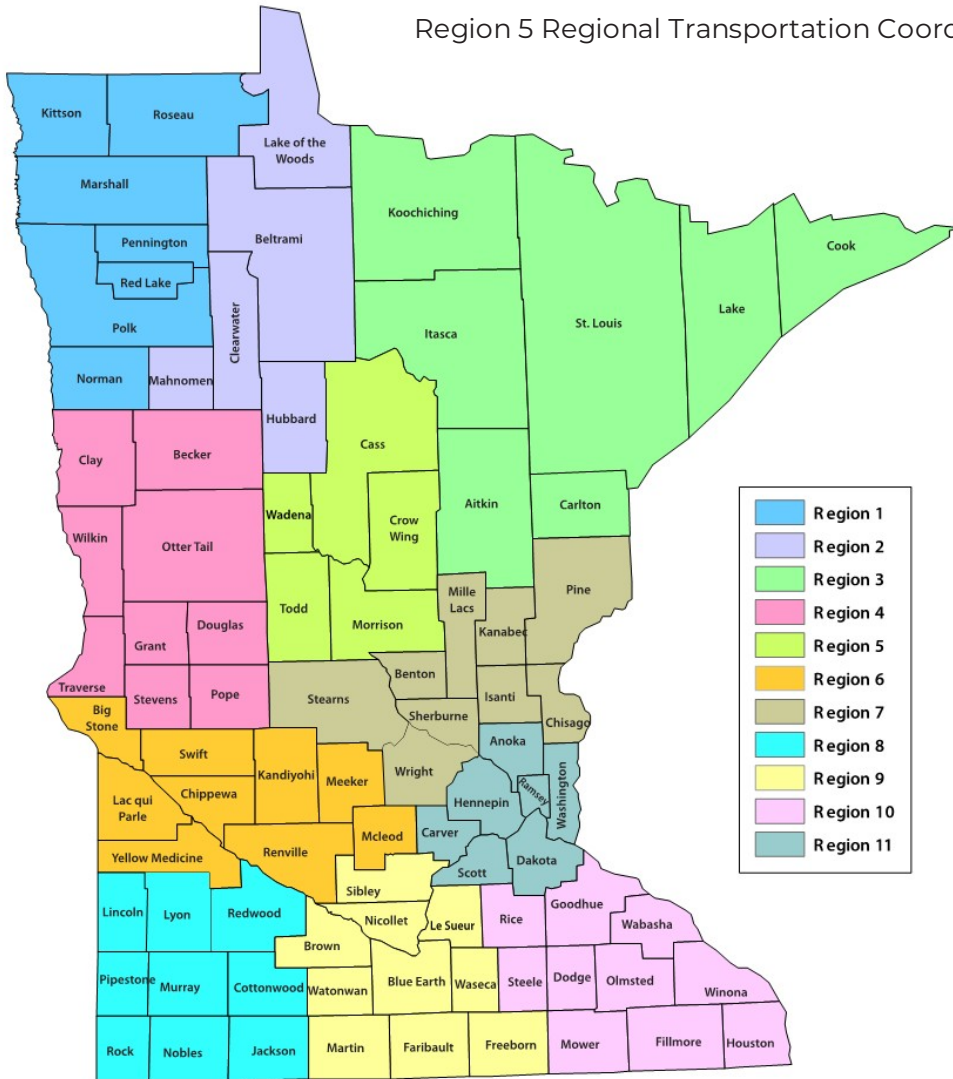
- The RTCC region is defined as Cass County, Crow Wing County, Morrison County, Todd County, and Wadena County.
- This is consistent both with the Region Five Development Commissions (R5DC) service area and the MACSSA regions map provided by MnDOT.

Source: http://macssa.org/Documents/MACSSA_Regions.pdf

Outcomes

Determining the RTCC Membership
The second task that the stakeholder group set about completing was answering the question of who/ or what organizations/positions should be represented on the R5 RTCC. Using the recommended list of who should be represented on the stakeholder group as a starting point, the group determined that the RTCC should have at least one representative from each of the organizations/interests identified in the recommended list of stakeholders including: representatives from the region's county department of social services, Minnesota Area Agencies on Aging, Workforce Development, transportation providers, human services agencies, transportation and human services advocates, veteran organizations, Minnesota Continuum of Care Coordinators, Centers for Independent Living and public and private funders of transportation services.

One important point to note, and one that came up in discussions at stakeholder meetings, is the intent for RTCC's to be fully autonomous decision-making bodies, even thought the R5 RTCC organizational structure is as a committee of the R5DC. Given that the RTCC will then be an autonomous decision making body, the stakeholders felt strongly that there be adequate representation on the RTCC by local elected leaders and from the R5DC.

Therefore, it was determined to have one county commissioner from each county to be on the RTCC as well as two (2) R5DC commissioners.

There were several other organizations, and positions that were brought up as excellent suggestions during the course of the stakeholder's discussion, however, the stakeholders also wanted to preserve the efficiency of the RTCC and maintain a reasonable size of the membership list.

However, it was agreed upon that in addition to the RTCC, there could be a larger body of stakeholders that could be called upon by the RTCC for input, the formation of ad hoc committees, or focus groups and that the membership of the stakeholder group could be wide ranging providing there is a legitimate connection to transportation/transit.

Outcomes

Developing Operational Guidelines
One of the key functions of the stakeholder group, and a major task for the Organizational Planning Grant, was the development of Operational Guidelines by which the RTCC would operate under. To accomplish this task the stakeholders had to first determine the formal legal structure of what the RTCC would be (501 (c)3, joint powers, consortium etc.). One of the key requirements is that the RTCC must be a fully autonomous decision-making body, and therefore it must have an organizational structure that would be suitable in allowing this. The stakeholders weighed several options and had much discussion on the various options. The 501 (c)3 non-profit option was dismissed due to the burden associated with federal reporting requirements. Furthermore, the stakeholders felt that there was not a sufficient appetite from the counties for a joint powers agreement to pursue that model.

The option that gained the most traction, seemed to fit the needs of the region the best and had the most support was to utilize the R5DC bylaws, and establish the R5 RTCC as a committee of the R5DC. This is a model that has a successful precedent as it is the same organizational structure as the long standing R5 Transportation Advisory Council (TAC) which plays a role assisting MnDOT and LUG's in the development of the MnDOT Dist. 3st annual development of its Area Transportation Improvement Plan (ATIP) which focus's mostly on surface transportation such as road, bridge.

Once the question of organizational structure was determined, the stakeholders asked R5DC staff to utilize the R5DC TAC operational guidelines as a starting point in developing the R5 RTCC's operational guidelines. The R5 RTCC Operational Guidelines can be viewed here.

Public Participation Plan
Another vital component of the first year was approving and executing a public participation plan. The stakeholders determined to hold 10 meetings in the first year. Six meetings would be stakeholder meetings, and an additional four meetings would be public informational meetings which would be held at different locations throughout the Region.

Each of the public meetings shared a similar agenda and format. The first hour of the meeting was dedicated to speakers and presentations from, not only staff, local transportation leaders but more importantly, members of the public sharing their experiences using transit throughout the region and in its various forms i.e. public transit, volunteer driver programs, etc.

The second half of the meeting consisted of an interactive portion, where staff had arranged the DRAFT goals developed by the stakeholders, as well as other general transit related questions on content boards arranged in the back or of the meeting space. Guests and participants were encouraged to provide their input, and feedback on each of the content boards.

Outcomes

In addition to the content boards at the public meetings, staff made the same questions available online through an interactive survey for those who could not attend in person.

The public meetings were promoted widely in each county in the months/weeks leading up to each meeting. Staff, and particularly the R5DC Marketing Director, utilized a multimedia approach including: print promotion (postcards, flyers, brochures, and press releases in local newspapers), digital marketing (social media channels, newsletters) and advertising on buses and local radio stations. Additionally, an effort was made to have promotional materials translated when deemed appropriate and when possible.

The meetings were promoted on the R5DC website, via newsletters, and on social media. Staff provided print promotion materials to stakeholders for them to hand out to interested parties as well. Additionally, staff promoted the public meetings through radio interviews on local community interest programs. When possible, staff worked with local transit authorities to advertise the public meetings on transit buses during the weeks leading up to each meeting.

Another unique component to promoting, not only the public meetings but the RTCC planning process itself was the creation of four, one min promotional videos. Each video had a different them but were also designed to flow together as one longer version. Each video can be viewed by clicking on the video links below :
-       RTCC #1 - https://youtu.be/QQ6okaTJy5s
-       RTCC #2 - https://youtu.be/NUCvAijM5PE
-       RTCC #3 – In Progress
-       RTCC #4 – In Progress

You can view the complete list of public input gathered from the 4 public meetings as well as from the responses gathered through the online survey here.

Outcomes

Drafting Implementation Goals and Objectives
Perhaps the most important task that the stakeholders had was to develop DRAFT implementation goals and objectives for the RTCC. Once the stakeholders, had accomplished the outcomes identified above (defining the region, membership, operational guidelines etc.), they set about developing DRAFT goals. One major consideration was how to develop goals while at the same time execute a process to garner public input. Therefore, it was determined through the public participation plan to alternate between stakeholder meetings, and public meetings. In this way, the stakeholders felt they could develop DRAFT content at stakeholder meetings, present that to members of the public and garner feedback, at the public meetings and in so doing create a productive feedback loop.

Alignment with Local Human Service Transit Coordination Plan (LHSTCP)
Another major consideration that the stakeholders made a point to incorporate was ensuring that the DRAFT goals were based on and in alignment with the 2017 Region Five Local Human Service Transit Coordination Plan (LHSTCP).

Transit Coordination Planning is a locally developed, coordinated public transit-human services transportation plan that identifies the transportation needs of individuals with disabilities, older adults, and people with low incomes, provides strategies for meeting those local needs, and prioritizes transportation services for funding and implementation. The plan was developed by a local planning team of stakeholders and included public participation. These plans are updated every five years at the direction of MNDOT. The 2017 R5 LHSTCP can be viewed here.

Initial Rough DRAFT Goals
Utilizing the concept of divergent vs. convergent brainstorming, staff led the stakeholders though an activity geared towards developing a comprehensive list. The overall concept behind divergent brainstorming is to withhold judgement or criticism (even constructive criticism) for any idea until after all possible ideas have been captured by the note taker. This enables brainstormers to generate ideas freely without "saying the wrong thing" and without fear of sounding less knowledgeable about a subject. The divergent brainstorming process brings out a wide range of ideas and allows for innovation, while the convergent brainstorming process refines these ideas and allows the group to bring out their best ideas.

Utilizing the divergent brainstorming process, the group developed a list of nine initial draft goals. These goals were then further refined during the convergent brainstorming session where ideas, or goals are combined, tweaked, streamline, reworded, edited or thrown out altogether. The convergent brainstorming portion is where we bring to bear funding constraints, time constraints, and the local priorities. Through the convergent brainstorming process the list of nine goals was narrowed down to four goals. The four goals are listed and described in detail below in section V.

Outcomes

Drafting and Finalizing the Plan and Budget
Finally, the last task that the stakeholders were asked to complete, was an estimated budget and plan for the RTCC. Having completed all of the other outcomes identified above, based on and in alignment with the LHSTCP and public input gathered from the public meetings and survey responses, the stakeholders estimated the cost of implementing the four goals and included it in the budget which can be viewed here.

Furthermore, the culmination of all of the public engagement, survey responses, and completion of the tasks and outcomes resulted in the drafting and development of this plan which was submitted to MnDOT on April 12th, 2019 and subsequently approved.
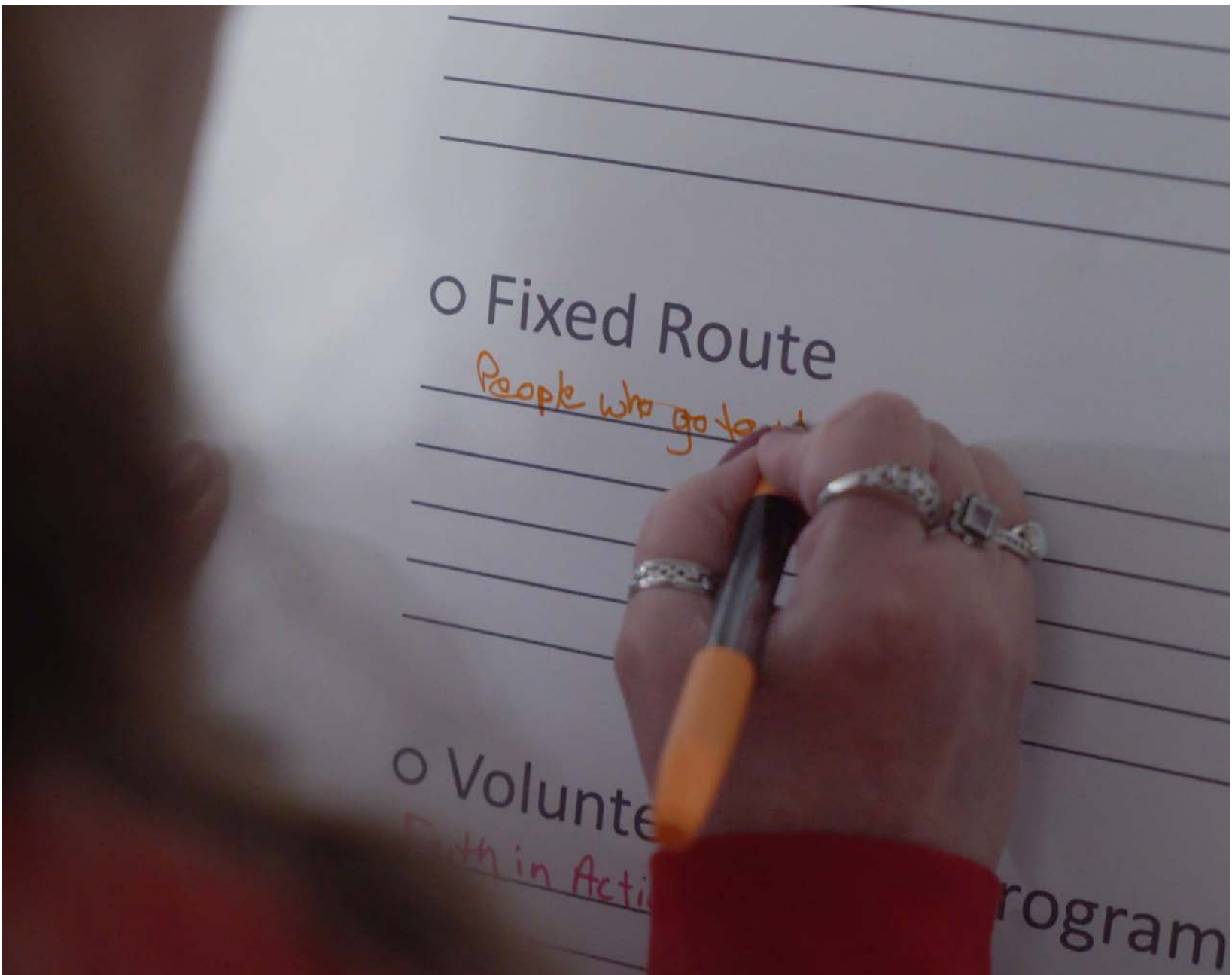
Goals

Regional Transportation Coordinating Councils will be required to implement two of the three following emphasis areas:
1)   Transportation Management Coordination Center (TMCC)   [SELECTED]
2)   Volunteer Driver Program Committee   [SELECTED]
3)   ~~Vehicle Sharing~~

Based on the priorities of the public participation plan and the feedback received from the 4 public meetings, and survey responses, as well as guidance from the stakeholders the top two goal options were selected. In addition, RTCC will include, at a minimum, two of their Region's 2017 Local Human Service Transit Coordination Plan projects as identified by the stakeholders.

Goal #1 - One Call or One Click Dispatching

The Region Five RTCC will seek to develop a one-click service for transportation providing customers with a single point of contact to learn about available transportation resources. This customer-friendly tool can empower travelers by providing information about, assistance with, and access to available services.

The Region Five RTCC will develop this one-click service website in order to coordinate all transit/ transportation activity on a regional basis working with both public and private providers and regional stakeholders. The vision of the Region Five RTCC one-click service website would be for a user to be able to easily access the site, enter in their location, desired destination, and provide eligibility qualifications for various services, in order for the website/app to provide an optimize a travel itinerary for the customer based on program eligibility, distance, cost, and service availability.

Furthermore, the website would provide contact information for each provider identified in the travelers optimized route suggestion along with any pertinent information specific to each provider, such as run times, and/or program parameters.

As the designated implementation agency, for the Region Five RTCC, the Region Five Development Commission would own the rights to the website domain/URL, would be responsible for ensuring the maintenance and functionality of the website.

The purpose of the one-click service website is to empower travelers with an easy to use tool that will not only increase awareness of available transportation options, but also streamline the efficiency of users travel plans throughout the region.

Lastly, this website could also aid in further developing an interconnected regionwide transit/ transportation system by identifying gaps by tracking most frequently searched routes that are not currently provided. It would also identify logical connections between existing programs that could be mutually beneficial by providing efficiencies for not only the providers but also the travelers.

Goals

Goal #2 - Volunteer Driver Program Committee
The Region Five RTCC will seek to develop volunteer driver programs that can help maintain and improve the vital networks. Findings have indicated a need for ongoing support at the local level in attempting to address many of the issues facing Volunteer Driver Programs. RTCC organizations have been identified as someone who can assist this effort by convening the volunteer driver program committee.

These efforts will be coordinated by maintaining and improving the vital networks as well as coordinating a multi-county volunteer driver training program to both identify and recruit additional volunteer drivers to meet rising ridership demands. R5-RTCC will organize and provide direction on statewide Volunteer Driver Program Guidelines to create a seamless network of volunteer drivers with consistent service expectations and standards.

Creating a seamless network of volunteer drivers will make recruiting and retaining drivers a more feasible task. With the R5 – RTCC geographic area being so spread out covering Cass, Crow Wing, Todd, Wadena, and Morrison County it will be crucial to have a volunteer driver program in order to ensure the residents of the area are receiving the best transit options possible.

Goal #3 - Begin Developing the Ground Work for a Regional Transit Network
The Region Five RTCC will explore the possibility of developing a regional transit network through public, private, non – profit, and volunteer driver programs to form a s seamless transportation network. This network will allow riders to get from home, to node, to destination in a seamless manner.

To begin this groundwork, the R5 RTCC would direct implementation agency staff to understand what assets and/or resources are available from each entity and from there educate each entity on what exists. Having this understanding will open the door for transit providers being able to work together.

The vision for this network is to allow people the option to travel around the region seamlessly. With this network the Region Five RTCC will also seek ways to work with private sector employers to purchase bus passes for employees and clientele. A bus pass for employees and clientele benefits both the transit side as well as the private sector side as it results in increased ridership, employees having reliable transportation to work, and clientele being able to access private sector employers which fits into the LHSTCP on page 16 where it describes developing a private partnership with large employers.

Having a regional transit network also fits into the local coordination strategies which were derived from the region's 2017 Local Human Service Transit Coordination Plan. More specifically it is stated that the ability to cross county and city lines is a barrier to overcome as well as sharing a common goal for access in the region which can be found on page 14 of the Local Human Service Transit Coordination Plan developed by Region Five Development Commission.

Goals

Goal #4 - Simplify, Streamline, and Coordinate Policies and Procedures
With the understanding that one of the roles of the RTCC's is to locally identify transportation issues, and make recommendations to state partners, in order to affect policy level changes. This project would act as the basis for that bottom up information sharing to take place.

For example, the 2017 Region Five Local Human Service Transportation Coordination Plan (LHSTCP) identifies several limitations, gaps and unmet needs (pg. 14.). Many of these items pertain to policy-based limitations that would require policy changes at the state or even the federal level.

Through this project the R5 RTCC would direct implementation agency staff to conduct research and regionwide data gathering, regarding areas of transportation in need of potential policy change; with the goal of bringing about simplification, streamlining, and coordination of policies.

Furthermore, based on implementation agency staff findings, the R5 RTCC would develop a report outlining the areas of transportation in need of potential policy change, and provide draft recommendations for consideration by state agency partners such as MnDOT and DHS.

In addition, implement agency staff would also seek to coordinate with other RTCC's throughout the state in order to identify if there are some areas of transportation in need of potential policy change that are consistent on a statewide basis and which are on a local or regional basis. Coordination with other RTCC's will also help form a consistent coherent message, (understanding that regional transportation needs will vary from region to region) to be communicated to State Agencies such as MNDOT and DHS.

Lastly, it would be the intent of R5 RTCC to direct implementation agency staff to update the report annually and provide the draft report to appropriate state agencies for consideration annually.

Next Steps

Phase Two: Implementation Grant
Following the completion of the 2017 Organizational Planning Grant period, MnDOT launched a solicitation for RTCC implementation grants. These grant support Regional Transportation Coordinating Council(s) that have completed Phase 1: Organizational Planning Grant task activities in Greater Minnesota regions outside the seven county Twin Cities metropolitan area .

	R5DC RTCC IMPLEMENTATION TIMELINE
	JULY 1, 2019 - JUNE 30, 2020
D1 GOAL	Create "one click" awareness of services. A website that would recommend the best combination of transportation services available along a selected route region wide and in coordination with state initiative.
G1 - Activity 1	Comprehensive inventory of all transportation services in region and identify the current methods of how information is distributed.
D2 GOAL	Work with volunteer driver coordinators to discuss best practices and coordinate Multi-County Volunteer Driver Training programs. Identify strategies to Recruit Additional Volunteer Drivers to Meet Rising Ridership Demands.
G2 - Activity 1	Develop a regional volunteer driver network to improve system wide coordination with consistent service expectations and standards.
#3 GOAL	Begin developing the groundwork for a regional transit network.
G3 - Activity 1	Map out sources and what assets/ resources are available as well as educate each of these entities on the existing resources. such as integrating fixed routes, dial-a-ride services and volunteer driver programs to form a seamless transportation network from home, to node, to destination. Explore and promote partnerships with private sector employers to purchase bus passes for employees, clientele etc.
#4 GOAL	Explore ways to simplify, streamline, and coordinate policies and procedures and identify ways that transportation systems could be fiscally sustained.
G4 - Activity 1	Develop a new local, public/ private funding source to provide mileage reimbursement for volunteer driver return trips.

The deadline for RTCC implementation grants applications was April 12, 2019. At the time of publication of this document, Region Five Development Commission has submitted a Phase Two, Implementation Grant application and is awaiting notification. (May 15, 2019)