



2014 Report on

Minnesota Council on Transportation Access

January 2015



Prepared by

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Legislative Request

This report is issued to comply with Minn. Stat. 174.285, subd. 5:

By January 15 of each year, beginning in 2012, the council shall report its findings, recommendations, and activities to the governor's office and to the chairs and ranking minority members of the legislative committees with jurisdiction over transportation, health, and human services, and to the legislature as provided under section 3.195.

The cost of preparing this report is under \$5,000.

Summary

The Minnesota State Legislature created the Minnesota Council on Transportation Access in 2010 to study, evaluate, oversee, and make recommendations to improve the coordination, availability, accessibility, efficiency, cost-effectiveness, and safety of transportation services provided to the transit public as stated in [Minn. Stat. 174.285](#).

In this annual report, the council provides a summary of 2014 activities that advance MCOTA's legislatively outlined duties to improve transportation coordination throughout the state.

The need for greater transportation coordination in Minnesota has not diminished; if anything, the demographic and funding conditions driving the need are more urgent. Federal transit funding programs continue to both require and encourage the coordination of federal resources for human services transportation, and especially transportation for people with disabilities, older adults and people with lower incomes. The implementation of Minnesota's Olmstead Plan continues to offer opportunities for MCOTA to help state agencies take advantage of coordination in expanding the opportunities for people with disabilities. Minnesota's Olmstead Plan describes how state agencies will provide services to individuals with disabilities in order for the individuals to be as integrated in their community as is desirable and appropriate.

This year, MCOTA is developing a primer of transit funding sources in Minnesota, to make sense of the myriad funding details and to identify opportunities for streamlining and coordination. The council is also working on a consistent method for multiple agencies to estimate, report, track, and record transportation-related costs to implement standard reporting practices in the state. This addresses a longstanding need expressed by local and state planners.

In 2014, the council undertook a project to identify and map three types of human service transportation providers' service areas throughout the state. The goal was to provide information to transportation providers and planners to increase and improve transit coordination for better access. Service areas that overlap or share boundaries are opportunities for coordination. The map is available on the [Coordinate Minnesota Transit](#) website.

The council continued to provide input and advice to agencies working on the initial draft of the transportation section of the Olmstead Plan, and to those working on a collaborative to coordinate the human services transportation providers in Dakota County, DARTS' mobility management project, and the Non-emergency Medical Transportation Advisory Committee.

Finally, the transportation link of the [Minnesota Help info website](#) funded by MCOTA in conjunction with the Veterans Transportation and Community Living Initiative federal grant, continued to serve as a valuable resource to providers and customers.

The council is currently in the midst of a stakeholder engagement and strategic planning effort to determine its future direction. MCOTA focused on the following areas for the past two years:

1. Providing technical assistance for the Non-emergency Medical Transportation Advisory Committee and for the Dakota County Transportation Coordination action plan and collaborative.
2. Conducting research, planning activities and generating information to guide coordination initiatives at the state, local and regional levels.
3. Providing a funding match for statewide initiatives, such as the [Minnesota Help info](#) transportation link.

Introduction

The ability to get where you need to go is crucial to all aspects of life. However, adequate transportation services are critical for the transit public as they earn a living, get an education, access medical care, purchase groceries, or fulfill other basic daily needs. To provide people without personal vehicles the freedom to accomplish these essential tasks, the state of Minnesota makes a substantial investment in transit services. Despite this investment, available transportation services are often confusing and difficult for the public to navigate.

Transit services are costly to operate. The high operating costs are sometimes exacerbated by inconsistent, duplicative or restrictive federal and state rules and regulations.

In some cases, transportation services are simply not available to meet the public's needs. This is especially true in rural areas, where many residents lack access to public transportation. Improving coordination and efficiencies among transportation providers is critical to helping seniors, persons with disabilities, persons with low incomes, veterans, and others enjoy independence and participate fully in our state's economy.

Fostering communication and cooperation among different governmental agencies and stakeholder groups can enhance transportation services and enable the efficient use of public resources. To coordinate public transit and human service transportation activities, most states have created coordinating councils at one or more levels of government.

In Minnesota, the state-level coordinating council is the Minnesota Council on Transportation Access. MCOTA serves as an advisory group and a clearinghouse to address transportation coordination topics from a statewide perspective.

The Minnesota State Legislature established the group in 2010. It includes representatives from 13 agencies, listed in Appendix A. MCOTA's work focuses on increasing capacity to serve unmet transportation needs, improving the quality of transit service, improving understanding and access to these services by the public, and achieving more cost-effective service delivery.

MCOTA Mission

The mission of the Minnesota Council on Transportation Access is to work together to remove obstacles that prevent the successful coordination of transportation programs and resources among their respective customers.

MCOTA Vision

Minnesotans will have access to coordinated transportation services to meet their mobility needs.

MCOTA Duties

Under Minn. Stat. 174.285, the purpose of MCOTA is to study, evaluate, oversee, and make recommendations to improve the coordination, availability, accessibility, efficiency, cost-effectiveness, and safety of transportation services provided to the transit public.

To make progress in improving transit coordination and accessibility, the statute gives MCOTA 20 duties:

- (1) Compile information on existing transportation alternatives for the transit public, and serve as a clearinghouse for information on services, funding sources, innovations, and coordination efforts.
- (2) Identify best practices and strategies that have been successful in Minnesota and in other states for coordination of local, regional, state, and federal funding and services.
- (3) Recommend statewide objectives for providing public transportation services for the transit public.
- (4) Identify barriers prohibiting coordination and accessibility of public transportation services and aggressively pursue the elimination of those barriers.
- (5) Recommend policies and procedures for coordinating local, regional, state, and federal funding and services for the transit public.
- (6) Identify stakeholders in providing services for the transit public, and seek input from them concerning barriers and appropriate strategies.
- (7) Recommend guidelines for developing transportation coordination plans throughout the state.
- (8) Encourage all state agencies participating in the council to purchase trips within the coordinated system.
- (9) Facilitate the creation and operation of transportation brokerages to match riders to the appropriate service, promote shared dispatching, compile and disseminate information on transportation options, and promote regional communication.
- (10) Encourage volunteer driver programs and recommend legislation to address liability and insurance issues.
- (11) Recommend minimum performance standards for delivery of services.
- (12) Identify methods to eliminate fraud and abuse in special transportation services.
- (13) Develop a standard method for addressing liability insurance requirements for transportation services purchased, provided or coordinated.
- (14) Design and develop a contracting template for providing coordinated transportation services.
- (15) Recommend an interagency uniform contracting and billing and accounting system for providing coordinated transportation services.
- (16) Encourage the design and development of training programs for coordinated transportation services.
- (17) Encourage the use of public school transportation vehicles for the transit public.

- (18) Develop an allocation methodology that equitably distributes transportation funds to compensate units of government and all entities that provide coordinated transportation services.
- (19) Identify policies and necessary legislation to facilitate vehicle sharing.
- (20) Advocate aggressively for eliminating barriers to coordination, implementing coordination strategies, enacting necessary legislation, and appropriating resources to achieve the council's objectives.

The Transportation Coordination Environment

Personal mobility is becoming an urgent issue in Minnesota, as well as on a national level, given projected growth among transportation-disadvantaged populations during the next two decades. Demographic projections indicate the number of individuals relying on transportation services is growing rapidly. In Minnesota, the state demographer forecasts the share of the population over age 65 will grow from approximately 13 percent in 2010 to more than 20 percent in 2030. Households made up of empty nesters and elderly individuals living alone have the largest projected growth between 2010 and 2020. As the population ages, so does the number of people with disabilities.

The transportation system is complex; there is no single network, but rather multiple networks that may or may not connect smoothly to each other. Coordination of transportation services offers many benefits for transportation users and for providers—cost savings, better service delivery and greater mobility.

National Developments in Transportation Coordination

Since 2005, the National Council of State Legislatures has monitored and published information about coordinated efforts in states across the United States. According to the NCSL's most recent report,¹ which synthesizes current developments in state-level coordination efforts, many state coordinating councils underwent significant changes since the publication of its last summary report in 2010.

The overall conclusion is that there are now fewer active state-level coordinating councils. NCSL reports that 21 states and the Northern Mariana Islands have at least one active state-level coordinating council. Councils in five states that have current laws or executive orders that established a council are now inactive. Four state coordinating councils are currently active even though their legal mandates have expired (Louisiana, Massachusetts, New Jersey, and Washington).

Stakeholders who responded to NCSL's questionnaire noted many benefits of state-level coordination, such as: greater access to information, help in solving mutual challenges, better service delivery which resulted in improved mobility, and other benefits for riders and the community.

Of the 21 states with active state coordinating councils, 14 also have regional coordinating councils. Georgia is one of the states reporting that it has benefitted from a multi-level system, using a complementary “top down” and “bottom up” approach for successful coordination.

¹ Rall, Jaime and Amelia Myers, State Human Service Transportation Coordinating Councils: An Overview and State Profiles, 2014 Update, National Council of State Legislatures, December 2014, in press.

MCOTA's Role in Transportation Coordination

In Minnesota, MCOTA is the state-level coordinating council. It serves as both an advisory group and a clearinghouse to address transportation coordination topics from a statewide perspective.

State coordinating councils serve in a range of roles, including:

1. Recommending legislation
2. Providing policy direction and oversight
3. Providing technical assistance at the state and local levels
4. Conducting research and planning
5. Funding statewide initiatives
6. Funding local or regional demonstration projects
7. Funding local or regional coordinating councils and initiatives

MCOTA primarily serves in the following roles:

1. Providing technical assistance for the NEMT Advisory Committee and for the Dakota County Transportation Coordination action plan and collaborative.
2. Conducting research, planning activities and generating information to guide coordination initiatives at the state, local and regional levels.
3. Providing a funding match for statewide initiatives, such as the [MinnesotaHelp.info](https://www.minnesotahelp.info) transportation link.

MCOTA is currently undertaking a strategic planning process to engage stakeholders and determine strategic actions for moving forward. The strategic planning process, including engagement with local stakeholders, will shape the goals and clarify the direction for the council.

MCOTA 2014 Activities and Accomplishments

Since its creation in 2010, MCOTA has pursued projects and activities to improve transportation coordination in Minnesota. Below are brief descriptions of key council activities and accomplishments during 2014.

Table 1: Key MCOTA 2014 Activities and Accomplishments

Activity	Legislative Duties Addressed (Minn. Statute 174.285)
Primer of transit funding sources in Minnesota	(1), (5)
Common standards for financial data collection related to transportation coordination	(15), (18)
Maps of human service transportation provider service areas in Minnesota	(4), (19)
MinnesotaHelp.Info transportation link content	(1),(8)
NEMT advisory committee support	(1), (2), (3), (4), (16), (20)
Support for greater transportation coordination in Dakota County	(2), (4), (5), (6), (9)
Input and guidance for implementation of Minnesota's Olmstead Plan	(3), (7)
Development of strategic action plan	All, especially (2)-(6), (20)

See Appendix B for a list of all initiatives since the council's inception grouped by legislative duty.

Primer of Transit Funding Sources

A University of Minnesota research team is developing an inventory of the transportation funding programs available from the federal and state government, including funding levels and details about the administration of each program. The goal is to identify opportunities for coordination. The study will be finalized and published in early 2015.

This project relates to MCOTA legislative duties (1) and (5) by compiling information about existing processes and by recommending alternative(s) that will enhance coordination throughout the state.

Standards for Transportation Coordination Data Collection

The purpose of this research project is to develop a consistent method for multiple agencies to estimate, report, track, and record transportation-related costs. This project will look at four other states (Iowa, Ohio, North Carolina, and Washington) that implemented standard reporting practices to learn what worked for them. These examples will inform the study's recommendations on how to implement standard reporting practices in Minnesota. The project's results will be published in early 2015.

This project relates to MCOTA legislative duties (15) and (18) by recommending a uniform accounting and reporting system and developing a consistent allocation methodology for transportation services.

Human Service Transportation Provider Service Areas in Minnesota

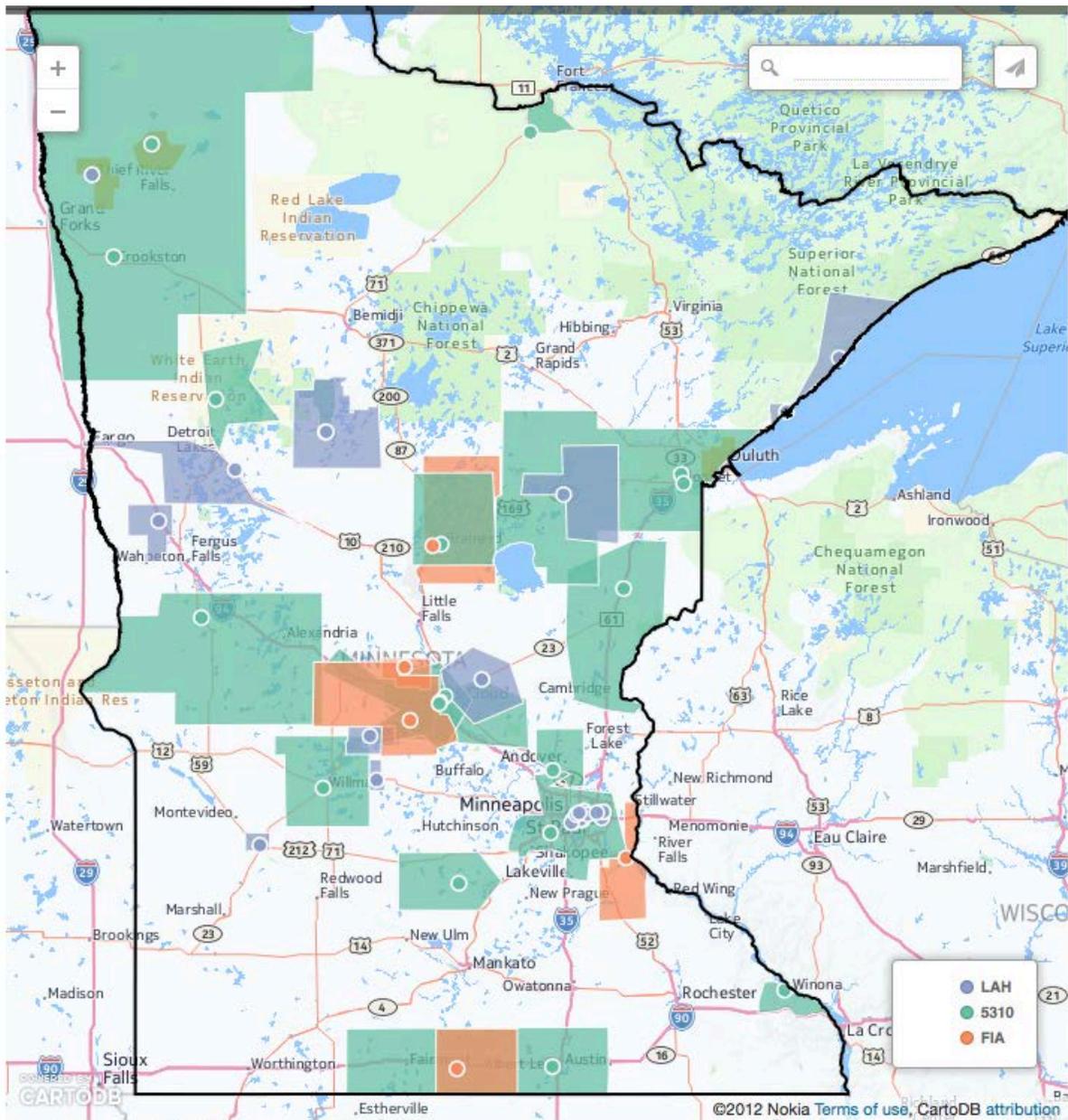
This project will identify and map the human service transportation providers' service areas throughout the state. The goal of the map is to provide information to transportation providers and planners so they are able to increase and improve transit coordination creating better access. Service areas that overlap or share boundaries are opportunities for coordination.

MCOTA contracted with the University of Minnesota Center for Transportation Studies to create an interactive online map of service areas for non-profit transportation service providers across the state.

Three types of service providers were contacted for the first iteration of the map. Each of the three service providers gives rides to older adults and individuals with disabilities. Future updates to the map will include other providers. See Figure 1 for a screenshot of the map. The services providers contacted include:

1. Faith in Action: FIA is a network of faith congregations, community organizations and trained volunteers helping neighbors live independently.
2. Living at Home Network: These services provide rides to community activities to older adults and individuals who are medically dependent.
3. 5310 Providers: These organizations receive federally funded buses to provide transportation service for older adults and individuals with disabilities.

This project correlates to MCOTA legislative duties (4) and (19) by providing information about gaps and overlaps in human services transportation access throughout the state. Knowing the gaps and overlaps in service creates opportunities to eliminate the gaps and coordinate services using strategies, such as vehicle sharing.



Francis Harvey, 8/31/2014 - fharvey@umn.edu

Figure 1: Screenshot of Minnesota human services transportation provider map that shows service areas for three types of providers: Faith in Action, Living at Home Network, and 5310 providers. Public transit systems are not included at this stage. The interactive map can be viewed on the [Coordinate Minnesota Transit](http://CoordinateMinnesotaTransit.com) website.

Guidance for Implementation of Minnesota's Olmstead Plan

In 1999, the United States Supreme Court ruled in *Olmstead v. L.C.* that “unjustified segregation of persons with disabilities constitutes discrimination in violation of Title II of the Americans with Disabilities Act. In 2011, the state of Minnesota was sued for violating the Olmstead decision. In response, the state agreed to develop an Olmstead plan, which is a way to document the state’s “plans to provide services to individuals with disabilities in the most integrated setting appropriate to the individual. The plan entitled, “[Putting the Promise of Olmstead into Practice: Minnesota’s 2013 Olmstead Plan](#)”, was released on Nov. 1, 2013. The purpose of the Olmstead plan is to expand opportunities for individuals with disabilities, and transportation is critical for access to those opportunities.

Since its formation, MCOTA has worked toward the goals of the Olmstead Plan. Transportation is critical in every element of the plan. A person’s ability to get to work, medical appointments, shopping, and social connections is key to independent living. MCOTA’s vision provided a starting point for the Olmstead Plan’s transportation goal.

The transportation system is complex; there is no single network, but rather multiple networks that may or may not connect smoothly to each other. MCOTA brings together agency representatives who work in the transportation field and those who work in a variety of human services areas, providing a forum for sharing experiences and working together to solve transportation challenges.

This is a summary of the transportation area goal within the Olmstead Plan, with the four strategies to achieve the goal:

Transportation: People with disabilities will have access to reliable, cost-effective and accessible transportation choices that support the essential elements of life such as employment, housing, education, and social connections.

- Establish a baseline of transit expenditures and types of service provided across state agencies to better support people with disabilities
- Engage community members to expand flexibility in transportation systems
- Integrate Olmstead principles into transportation plans
- Minnesota Council on Transportation Access engagement

This activity relates to MCOTA legislative duties (3) and (7) by developing statewide objectives and guidelines.

NEMT Advisory Committee Support

In 2012, the Minnesota Legislature directed the Non-emergency Medical Transportation Advisory Committee to advise the commissioner of the Minnesota Department of Human Services on the administration of non-emergency medical transportation services provided to recipients of Minnesota health care programs. The legislature also directed the NEMT Advisory

Committee to coordinate its activities with the Minnesota Council on Transportation Access. MCOTA provided recommendations about potential solutions for the management of non-emergency medical transportation services to DHS through its request for information in 2012. The committee was extended and staff has continued to brief MCOTA on the NEMT Advisory Committee's activities. And, MCOTA staff has been vital in providing technical assistance about transportation to the NEMT committee.

This support addresses MCOTA legislative duties (1), (2), (3), (4), (16), and (20) by providing information to the committee, identifying best practices, recommending statewide objectives, identifying barriers and ways to eliminate barriers and encouraging training, and advocating for implementation of recommendations.

MinnesotaHelp.info Website

Last year improvements were made to the [Minnesota Help info website](#) through a funding match MCOTA provided in conjunction with the Veterans Transportation and Community Living Initiative federal grant. These improvements expanded the existing one-call, one-click center to include information on statewide transportation services. This online service expansion allows more than 68,000 veterans, military families and others living in Minnesota to easily access information about public and private transportation options.

This directory is used by the Veterans Linkage Line, Senior Linkage Line and the Disability Linkage Line, all three housed under the MinnesotaHelp™ Network. The website continues to be the primary public outreach mechanism for transportation providers.

This effort relates to MCOTA legislative duties (1) and (20) by compiling information about existing alternatives and by serving as a platform for carrying the message of coordination forward.

Technical Assistance for Dakota County Transportation Collaborative

With active participation from MCOTA members, Dakota County is implementing a strategic action plan developed in 2013-2014 to improve access and coordination for transit-dependent populations within the county.

The strategic action plan is assisting the county in addressing a gap with the lack of coordination, and the significant service gaps among its existing transportation options. The plan clarifies a tangle of funding sources, providers and rules that create confusion for users as well as providing a clear direction for next steps.

A research team from the University of Minnesota engaged Dakota County's stakeholders, including MCOTA members, through an advisory committee and a series of stakeholder input meetings. The team collected and analyzed data about transit providers in the county, funding sources, potential regulatory barriers, user experiences, and emerging practices in other states. Finally, a strategic planning workshop with the advisory committee used this data to identify priorities for next steps.

Four main goals emerged from the strategic planning effort:

1. One-call/one-click access to information: Customers and providers have a one-call, one-click touch point to ask questions and get information about transportation options and to help eliminate barriers.
2. Consistent data: Data collection and reporting among providers is consistent, transparent and shared.
3. Land-use connection: Transportation services and needs are factored into city and county development and land-use decisions.
4. Awareness: Customers and providers are aware of available options and how to access them. County leaders are aware of the need for and use of services.

Based on the needs, goals and strategies identified in the stakeholder engagement process, the team developed several recommendations for the county. The recommendations included: forming a county coordinating collaborative, identifying funding options for coordination activities, implementing a communications and marketing plan, and launching a travel training program.

The recommendations were shared with the Dakota County Board of Commissioners in May 2014, and work is under way to create the structure for the recommended county coordinating collaborative.

These activities address MCOTA legislative duties listed within (2), (4), (5), (6) and (9) by identifying best practices, identifying barriers and ways to eliminate them, engaging stakeholders, and supporting the creation of a brokerage.

Development of Strategic Action Plan

MCOTA made progress in the areas of research, best practices and technical assistance. However, in order to see greater progress in transportation coordination throughout the state, MCOTA members are developing a strategic action plan. MCOTA contracted with the University of Minnesota to conduct stakeholder engagement to inform a clear strategic action plan for MCOTA's role in statewide transportation coordination.

The tasks include gathering insights about coordination barriers, what roles MCOTA does, and could, play in the state, and having meetings with key stakeholders, especially local and regional development commissions, compiling models of other state coordinating councils, and

identifying the factors that make them effective. The outcome will be a strategic action plan to help the council determine its future direction.

Strategic planning addresses all MCOTA legislative duties laid out in the statute, especially (2), (3), (4), (5), (6), and (20) by identifying best practices, recommending statewide objectives, identifying barriers and ways to eliminate barriers, encouraging training, and advocating for implementation of recommendations.

Conclusion

Through its ongoing efforts as a state-level coordinating council, MCOTA continues to advance the goal of transportation coordination in Minnesota. It created numerous tools and resources for local use and served as a forum to foster interagency connections that promote a heightened level of transportation-related cooperation and communication within state and local government.

While the council made much progress in the areas of research, best practices and technical assistance, its members are working on a strategic action plan they hope will result in greater progress in transportation coordination, giving Minnesotans access to transportation services that meets their mobility needs. The strategic action plan will be available in early 2015.

Appendix A: MCOTA Members during 2014

Tim Henkel, Chair
Minnesota Department of Transportation

Joan Willshire, Vice Chair
Minnesota State Council on Disability

Vacant
Office of the Governor

Gerri Sutton
Metropolitan Council

Harlan Tardy
Minnesota Board on Aging

Vacant
Minnesota Department of Commerce

Kelly Wosika
Minnesota Department of Education

Thant Pearson
Minnesota Department of Employment
and Economic Development

Tim Held
Minnesota Department of Health

Steve Masson
Minnesota Department of Human
Services

Ron Quade
Minnesota Department of Veterans
Affairs

Keith Bogut
Minnesota Management and Budget

Tiffany Collins
Minnesota Public Transit Association

Appendix B: MCOTA Legislative Duties and Accomplishments

MCOTA legislative duties and corresponding accomplishments/activities

<u>Legislative Duty</u>	<u>Supporting Activities</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015 [potential]</u>
1. Compile information on existing transportation alternatives for the transit public and serve as a clearinghouse for information on services, funding sources, innovations and coordination efforts.	<ul style="list-style-type: none"> • Minnesota coordination website • Economic cost-benefit studies • Transportation section of Minnesotahelp.info • NEMT Advisory Committee support • NEMT Coordination Study • Local Transit Coordination Case Studies • Primer of funding sources for “transit public” in Minnesota 	X	X	X	X	X
2. Identify best practices and strategies that have been successful in Minnesota and in other states for coordination of local, regional, state and federal funding and services.	<ul style="list-style-type: none"> • NEMT Advisory Committee support • NEMT Coordination Study • Vehicle-sharing Study • Successful Local Transit Coordination Case Studies • Minnesota mobility management case studies • Strategic planning 	X	X	X	X	X

Legislative Duty	Supporting Activities	2011	2012	2013	2014	2015 [potential]
3. Recommend statewide objectives for providing public transportation services for the transit public.	<ul style="list-style-type: none"> • NEMT Advisory Committee support • NEMT Coordination Study • Definition of coordination • Strategic planning 		X	X	X	X
4. Identify barriers prohibiting coordination and accessibility of public transportation services and aggressively pursue the elimination of those barriers.	<ul style="list-style-type: none"> • NEMT Advisory Committee support • NEMT Study • Synthesis of 2011 Greater Minnesota regional transportation coordination plans • Planning guidance for the 2011 Local Human Service Transit Coordination Plans in Minnesota • Maps of human service transportation providers' areas of service in Minnesota • Strategic planning 	X	X	X	X	X
5. Recommend policies and procedures for coordinating local, regional, state, and federal funding and services for the transit public.	<ul style="list-style-type: none"> • Synthesis of 2011 Greater Minnesota regional transportation coordination plans • Successful Local Transit Coordination Case Studies • Primer of funding sources for "transit public" in Minnesota • Strategic planning 	X	X	X	X	X
6. Identify stakeholders in providing services for the transit public and seek input from them concerning barriers and appropriate	<ul style="list-style-type: none"> • Synthesis of 2011 Greater Minnesota regional transportation coordination plans • Participation in the 	X			X	X

Legislative Duty	Supporting Activities	2011	2012	2013	2014	2015 [potential]
strategies.	Minnesota State Council on Disability's annual Town Hall Meeting <ul style="list-style-type: none"> • Data collection and analysis of vehicle sharing • Strategic planning 					
7. Recommend guidelines for developing transportation coordination plans throughout the state.	<ul style="list-style-type: none"> • Synthesis of 2011 Greater Minnesota regional transportation coordination plans • Planning guidance for the 2011 Local Human Service Transit Coordination Plans in Minnesota • Successful Local Transit Coordination Case Studies 	X	X	X	X	X
8. Encourage all state agencies participating in the council to purchase trips within the coordinated system.	<ul style="list-style-type: none"> • This model of centralized purchasing is not in place in Minnesota. 					
9. Facilitate the creation and operation of transportation brokerages to match riders to the appropriate service, promote shared dispatching, compile and disseminate information on transportation options, and promote regional communication.	<ul style="list-style-type: none"> • Mobility management webinars • Planning guidance for the 2011 Local Human Service Transit Coordination Plans in Minnesota • Successful Local Transit Coordination Case Studies • Minnesota mobility management case studies 	X	X		X	

Legislative Duty	Supporting Activities	2011	2012	2013	2014	2015 [potential]
10. Encourage volunteer driver programs and recommend legislation to address liability and insurance issues.	<ul style="list-style-type: none"> • Successful Local Transit Coordination Case Studies • A survey and selected case studies of volunteer driver programs in Minnesota, including faith-based programs 	X				X
11. Recommend minimum performance standards for delivery of services.	<ul style="list-style-type: none"> • To be addressed in future work plans 					
12. Identify methods to eliminate fraud and abuse in special transportation services.	<ul style="list-style-type: none"> • To be addressed in future work plans 					
13. Develop a standard method for addressing liability insurance requirements for transportation services purchased, provided, or coordinated.	<ul style="list-style-type: none"> • Vehicle-sharing Study 			X		X
14. Design and develop a contracting template for providing coordinated transportation services.	<ul style="list-style-type: none"> • Development of contract template 	X	X			
15. Recommend an interagency uniform contracting and billing and accounting system for providing coordinated transportation services.	<ul style="list-style-type: none"> • Collaboration on the development of a Unified Transit Data Center pilot project in Scott and Carver counties. • Common standards for 	X			X	X

Legislative Duty	Supporting Activities	2011	2012	2013	2014	2015 [potential]
	financial records <ul style="list-style-type: none"> • Training for common standards for financial records 					
16. Encourage the design and development of training programs for coordinated transportation services.	<ul style="list-style-type: none"> • NEMT Advisory Committee support • NEMT Study • Mobility management webinars • Training for common standards for financial records • Minnesota mobility management case studies • Minnesota Mobility Management Handbook 		X	X	X	X
17. Encourage use of public school transportation vehicles for the transit public.	<ul style="list-style-type: none"> • To be addressed in future work plans 					
18. Develop an allocation methodology that equitably distributes transportation funds to compensate units of government and all entities that provide coordinated transportation services.	<ul style="list-style-type: none"> • Common standards for financial records • Training for common standards for financial records 				X	X
19. Identify policies and necessary legislation to facilitate vehicle sharing.	<ul style="list-style-type: none"> • Vehicle-sharing study • Data collection and analysis of vehicle sharing • Maps of human service transportation providers' areas of service in Minnesota 			X		X

Legislative Duty	Supporting Activities	2011	2012	2013	2014	2015 [potential]
	<ul style="list-style-type: none"> • Outreach to providers about options and benefits of vehicle sharing 					
20. Advocate aggressively for eliminating barriers to coordination, implementing coordination strategies, enacting necessary legislation, and appropriating resources to achieve the council's objectives.	<ul style="list-style-type: none"> • NEMT Advisory Committee support • Transportation section of Minnesotahelp.info • Primer of funding sources for “transit public” in Minnesota • Strategic planning 		X	X	X	X