

# City of Northfield

*City Hall  
801 Washington Street  
Northfield, MN 55057  
northfieldmn.gov*



## Meeting Agenda

**Wednesday, April 15, 2026**

**1:00 PM**

**2nd Floor Training Room**

**Northfield Transportation Advisory Committee**

## 6:00 PM - REGULAR AGENDA CALL TO ORDER AND ROLL CALL

### APPROVAL OF AGENDA

### APPROVAL OF MINUTES

1. [26-189](#) January 21, 2026 NTAC Meeting Minutes

**Attachments:** [01-21-2026 NTAC Meeting Minutes DRAFT](#)

### OPEN PUBLIC COMMENT

*Persons may take one opportunity to address the Board/Commission for two (2) minutes (not including interpreter's time) on any topic, even if on the agenda, with the condition that they may not speak on the same item later in the meeting. No notification of the Chair is required. However, speakers are asked to complete a sign up card. Persons wanting a response to a question must submit the question in writing to the recording secretary. Questions must include name and information on how to contact. You may use the back side of the comment cards available in the meeting room. Persons cannot gift their 2 minute speaking time to other members of the public.*

### BOARD MEMBER AND COMMISSIONER REPORTS

### REGULAR AGENDA

*Persons that wish to speak on a regular agenda item must provide name and address by completing & submitting a sign up card. Persons may also contact the staff liaison via the City's website no later than 12:00 noon on the day of the meeting. The Chair will call up individuals to speak, based on preregistration and cards submitted, after the staff report on an item. Please be respectful of the public's and the Commission's time. Members of the public wishing to speak must adhere to the following guidelines:*

- *Speak only once for no more than two minutes (not including interpreter's time) on the topic unless the speaker is addressed by the Commission;*
- *Identify your relationship to the topic;*
- *Have a spokesperson or two for your group to present your comments;*
- *Persons wanting a response to a question must submit the question in writing to the recording secretary, including name and how you would like to be contacted.*

2. [26-190](#) Hiawathaland Transit - Expanding/Improving Transit Service in Northfield.

**Attachments:** [1 - NFLD TAC Presentation April 2026](#)  
[2- Hiawathaland Transportation Services Northfield](#)  
[Hiawathaland Transportation Services Northfield-Express](#)

3. [26-191](#) Electric Vehicle Car Share Study Update and Startup Funding Models.

**Attachments:** [1 - Carshare Project One-Pager](#)

4. [26-192](#) NTAC receives an update on Southeast Minnesota Transit Management Organization Implementation Phase.

**Attachments:**

[1 - Resolution 2026-020](#)

[2 - Appendix G SE MN TMO Implementation Plan DRAFT 6-16-25](#)

[3 - RFQ with Dates](#)

**STAFF UPDATES**

**ADJOURNMENT**



Legislation Text

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**File #: 26-189, Version: 1**

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**Northfield Transportation Advisory Committee Meeting Date:** April 15, 2026

**To:** Members of the Northfield Transportation Advisory Committee

**From:** Cindy Stock, Administrative Associate

January 21, 2026 NTAC Meeting Minutes

**Action Requested:**

Please review the January 21, 2026 NTAC meeting minutes and approve or approve with amendments.

**Summary Report:**

N/A

**City Plans & Policies Relevance:**

N/A

**Alternative Options:**

N/A

**Financial Impacts:**

N/A

**Tentative Timelines:**

N/A



# City of Northfield

City Hall  
801 Washington Street  
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northfieldmn.gov

## Meeting Minutes - Draft Northfield Transportation Advisory Committee

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Wednesday, January 21, 2026

1:00 PM

2nd Floor Training Room

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### 1:00 PM - CALL TO ORDER AND ROLL CALL

*Also Present: Dave Bennett, PW Director/City Engineer; Dianne Ford, Three Rivers Community Action/Hiawathaland Transit; Mathias Hughey, Associate City Planner; Emery John, Community Development Program Associate; Ben Martig, City Administrator; Brad Ness, City Council Member at Large; Jeff Schroepfer, Chief of Police; Cindy Stock, Administrative Associate; Erica Zweifel, Mayor*

**Chair Schroeer called the meeting to order at 1:01 p.m. and took Roll Call.**

- Present:** 9 - Committee Member Brandon Cash, Committee Member Jesse Cashman, Committee Member Kathy Kopseng, Committee Member Galen Malecha, Committee Member Jessica Peterson White, Chair William Schroeer, Committee Member Mike Slavik, Committee Member Jennelle Teppen and Committee Member Foster Transburg
- Absent:** 3 - Committee Member Jane Bartho, Committee Member Jim Purfeerst and Committee Member Ashton Macklin

### APPROVAL OF AGENDA

**Motion by Committee Member Cashman, seconded by Committee Member Cash, to approve the Meeting Agenda for January 21, 2026. The Motion carried by the following vote:**

- Yes:** 9 - Committee Member Cash, Committee Member Cashman, Committee Member Kopseng, Committee Member Malacha, Committee Member Peterson White, Chair Schroeer, Committee Member Slavik, Committee Member Teppen and Committee Member Transburg

### APPROVAL OF MINUTES

**Motion by Committee Member Cashman, seconded by Committee Member Kopseng, to approve the Meeting Minutes from July 16, 2025. The Motion carried by the following vote:**

- Yes:** 9 - Committee Member Cash, Committee Member Cashman, Committee Member Kopseng, Committee Member Malacha, Committee Member Peterson White, Chair Schroeer, Committee Member Slavik, Committee Member Teppen and Committee Member Transburg

1. [26-054](#) Consider Approval of Meeting Minutes from July 16, 2025 NTAC Meeting.

**Attachments:** [1- July 16 2025 Minutes DRAFT](#)

## REGULAR AGENDA

2. [26-055](#) Consider Input on MnDOT Trunk Highway 19 Improvement Project.

**Attachments:** [1 - OH1 Hwy 19 Reconstruction v3-38941748-v1](#)  
[2 - 20250813\\_p660328\\_OpenHouse-38941749-v1](#)

*MnDOT is in final design, and the August 13, 2025 Open House they held was fairly well attended, where MnDOT shared final project recommendations. MnDOT is scheduling meetings with shareholders & businesses to review the final layout for along the corridor. 2026 - overlay TH19 from I35 to Decker Avenue; 2028 - TH19 regrade between Decker and TH3. For student safety, MnDOT has proposed a marked crosswalk in the St. Olaf Natural Lands Crossing area. NTAC members should follow-up with MnDOT for timing of implementation.*

*MnDOT received Federal Grant; City to pay for repairs to utilities along corridor.*

**KEY TAKEAWAYS:**

**NTAC ACTION:**

- (1) Members share with MnDOT any feedback related to the realignment of the Garrett/Decker intersection.*
- (2) Members send MnDOT letter to include the identified areas stated during public engagement of the living fence/snow fence for the blowing snow/icing issues, with the 2028 project or the 2030 TH19 project (I35 to Lonsdale).*

**STAFF ACTION:**

- (1) City & Post support interim temporary delineators in prevention of vehicles bypassing in shoulders at the employee crossing. Post sending MnDOT approval.*
- (2) Bennett to get MnDOT construction summer 2026 schedule for Committee Member Cash (St. Olaf) for purposes of high traffic volume during college campus orientations, classes, etc. Most likely 1 lane closed/other lane open with flaggers.*

3. [26-095](#) Consider motion for City Council to approve Resolution Supporting Further Exploration of Southeast Minnesota Transit Management Organization Feasibility Study.

**Attachments:** [1 - Res SE MN TMO Support](#)  
[2 - 260121 SE MN TMO Presentation](#)  
[3 - SE MN TMO Feasibility Study Presentation Final](#)  
[4 - SE MN TMO Feasibility Study](#)  
[5 - RFQ with Dates](#)

**Motion by Committee Member Peterson White, seconded by Committee Member Cashman, to approve motion for City Council to approve Resolution Supporting Further Exploration of SE MN Transit Management Organization Feasibility Study. The Motion carried by the following vote:**

**Yes:** 9 - Committee Member Cash, Committee Member Cashman, Committee Member Kopseng, Committee Member Malacha, Committee Member Peterson White, Chair Schroeer, Committee Member Slavik, Committee Member Teppen and Committee Member Transburg

4. [26-096](#) Consider motion recommending City Council approval of Resolution requesting MnDOT provide safety solutions for Walking and Biking at grade and below the upcoming 2032 Trunk Highway (TH) 3 Bridge Replacement over the Cannon River and 2033 TH-3 Bridge Replacement over the Railroad.

**Attachments:** [1 - Res Th-3 Bridge Replacement Safety Solutions](#)  
[2 - SP 6612-105 6612-107 TH 3 Northfield TAC Meeting 7-16-25](#)  
[3 - TIGER Trail Alignment](#)  
[4 - Hwy 3 Trail underpass](#)

**Motion by Committee Member Malecha, seconded by Committee Member Cashman, to approve motion for City Council to approve Resolution requesting MnDOT provide safety solutions for Walking and Biking at grade and below the upcoming 2032 TH3 Bridge Replacement over the Cannon River and 2033 TH3 Bridge Replacement over the Railroad. The Motion carried by the following vote:**

**Yes:** 9 - Committee Member Cash, Committee Member Cashman, Committee Member Kopseng, Committee Member Malacha, Committee Member Peterson White, Chair Schroeer, Committee Member Slavik, Committee Member Teppen and Committee Member Transburg

5. [26-056](#) Discuss Next Steps Related to Turnback of Trunk Highway 246 from County Road 1 to Trunk Highway 3 from MnDOT to the City of Northfield.

*City of Northfield received authorization from the State Legislature in May, 2025 on the turn back of TH246 from CR1 to TH3 from MnDOT, with the draft Agreement to be completed in late January, 2026 and City Council to potentially approve in March, 2026.*

**KEY TAKEAWAYS:**

- Have active grant for roundabout; will hear timing, phasing and \$'s in next few months
- Improvements & plans need to be coordinated with high school's construction project especially with worst area of concern being north to TH3
- Bennett to take in consideration the safety of agricultural vehicles in this corridor not just pedestrians
- Why more mini-roundabouts when increase in crashes?; suggested frontage road vs roundabout - ultimately internal roads still will need to connect to highway/main road
- Chair Schroeer acknowledged the committees' & city's time, hard work & progress that has been made in the last year to put this into action and with the state thus far; and at some point, due to many high traffic concerns on this street, would like to share with the public as well, that this is coming

**NTAC ACTION:**

- (1) Members forward input/needs to Bennett regarding improvements by high school
- (2) Resolution in near future per Chair Schroeer

**STAFF ACTION:**

- (1) Next meeting, Bennett look at roundabout elevations; bring back discussion on more roundabouts vs. increase in crashes

## BOARD MEMBER AND COMMISSIONER REPORTS

**KEY TAKEAWAY:**

*Committee Member Malecha shared Rice County had meeting at county level looking at adding a bike trail from TH3 to Faribault along CR 20 route. This is being put off for awhile as they have future discussions on doing a larger plan on non motorized transportation within the county roadway system. Malecha suggested this board either do a resolution today encouraging the county to do a for motorized transportation study along the county roadway system, or write letters to County Engineer, Dennis Luebbe and the Commissioners.*

**Motion by Committee Member Peterson White, seconded by Committee Member Transburg, to approve motion that the Northfield Transportation Advisory Committee send a letter of support to the Rice County Board of Commissioners encouraging them to study, create and adopt a non-motorized transportation plan for the county road system connecting the communities.**

- Yes:** 9 - Committee Member Cash, Committee Member Cashman, Committee Member Kopseng, Committee Member Malacha, Committee Member Peterson White, Chair Schroeer, Committee Member Slavik, Committee Member Teppen and Committee Member Transburg

## ADJOURNMENT

**Meeting adjourned at 2:23 p.m. by Chair Schroeer.**



## Legislation Text

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**File #: 26-190, Version: 1**

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**Northfield Transportation Advisory Committee Meeting Date:** April 15, 2026

**To:** Members of the Northfield Transportation Advisory Committee

**From:** David Bennett, Public Works Director/City Engineer

Hiawathaland Transit - Expanding/Improving Transit Service in Northfield.

**Action Requested:**

The Northfield Transportation Advisory Committee receives an update from Hiawathaland Transit related to Expanding/Improving Transit Service in Northfield.

**Summary Report:**

One of the primary core focus areas of the Northfield Transportation Advisory Committee is to further enhance and improve transit for the community. We have asked Hiawathaland to present to the committee to further elaborate on the following items:

- Shortening trip times on the Red & Blue Routes.
- Demand Study - determine if 3<sup>rd</sup> Route could be added and does it align with MnDOT funding needs? Gap in demand, understanding of how funding works.
- How does 3<sup>rd</sup> route function?
- Can a Hospital stop be added?
- More evening service beyond 6 p.m. when Blue and Red route stop service.
- Expanding express route (doesn't run when St. Olaf & Carleton are out).
- Limited amount of goods on bus (storage).
- How does Hiawathaland funding formula work? Why does Northfield pay vs. Dundas Pay, should they pay if stops are added in Dundas?
- Who helps design the routes, Blue, Red, and Express Routes?
- St. Olaf/Carleton - route gap or missing locations.
- Update of payment technology.
- Ridership user breakout.

**City Plans & Policies Relevance:**

This work is supported by the City's 2045 Comprehensive Plan, Transportation Plan, and Strategic Plan.

The 2045 Comprehensive plans identifies these challenges:

- Community engagement identified a strong unmet need for reliable and effective public transit in Northfield.
- Public transit is provided by Hiawathaland Transit, offering two limited fixed routes, dial-a-ride services, and a weekday regional route to Faribault every two hours.

- Current transit routes and transfer locations do not align well with areas of highest need, particularly census tracts with the greatest number of households without vehicles.
- Fixed routes are infrequent, have limited coverage, and only connect at the Transit Hub, resulting in long wait times and complicated transfers.
- Service hours (6 a.m. to 6 p.m.) do not accommodate second- and third-shift workers.
- Limited transit access creates time, convenience, and financial burdens, especially for households that depend on transit.
- Major destinations (hospital, shopping areas) are located at opposite ends of the city, making cross-town trips difficult.
- While centrally located, the Transit Hub requires safer crossings of Highway 3 to better connect to downtown and east-side destinations.
- Future transit planning should add stops near shopping and medical services and involve key user groups such as older adults, youth, people with disabilities, and college students.
- Transit is essential for affordability, regional connectivity, climate goals, and should be integrated with compact, connected land use and walkable development planning.

In addition to challenges, the 2045 comprehensive plan identifies specific actions related to access and equity related to transit:

- Implement a community-based evaluation of the existing transit routes-either to expand or reroute existing services- for better connectivity, coverage and ease of use.
- Commit to funding and improving transit services and ridesharing options. Encourage partnership between Hiawathaland Transit, healthcare providers, rideshare companies, or other private/public entities for paratransit services and/or providing last-mile connections from transit stops.

**Alternative Options:**

NA

**Financial Impacts:**

NA

**Tentative Timelines:**

NA

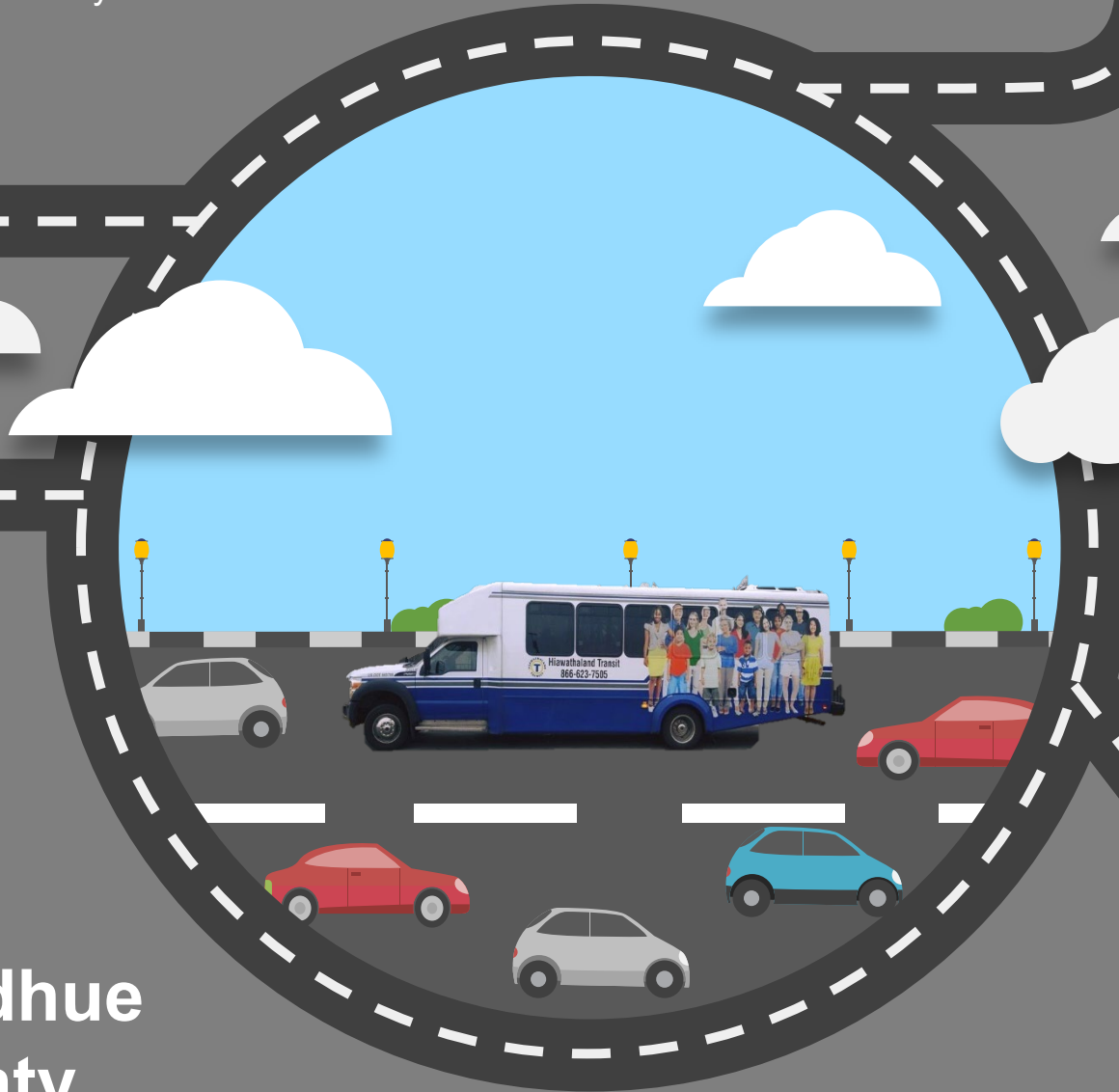
# Hiawathaland Transit

Sponsored by Three Rivers Community Action

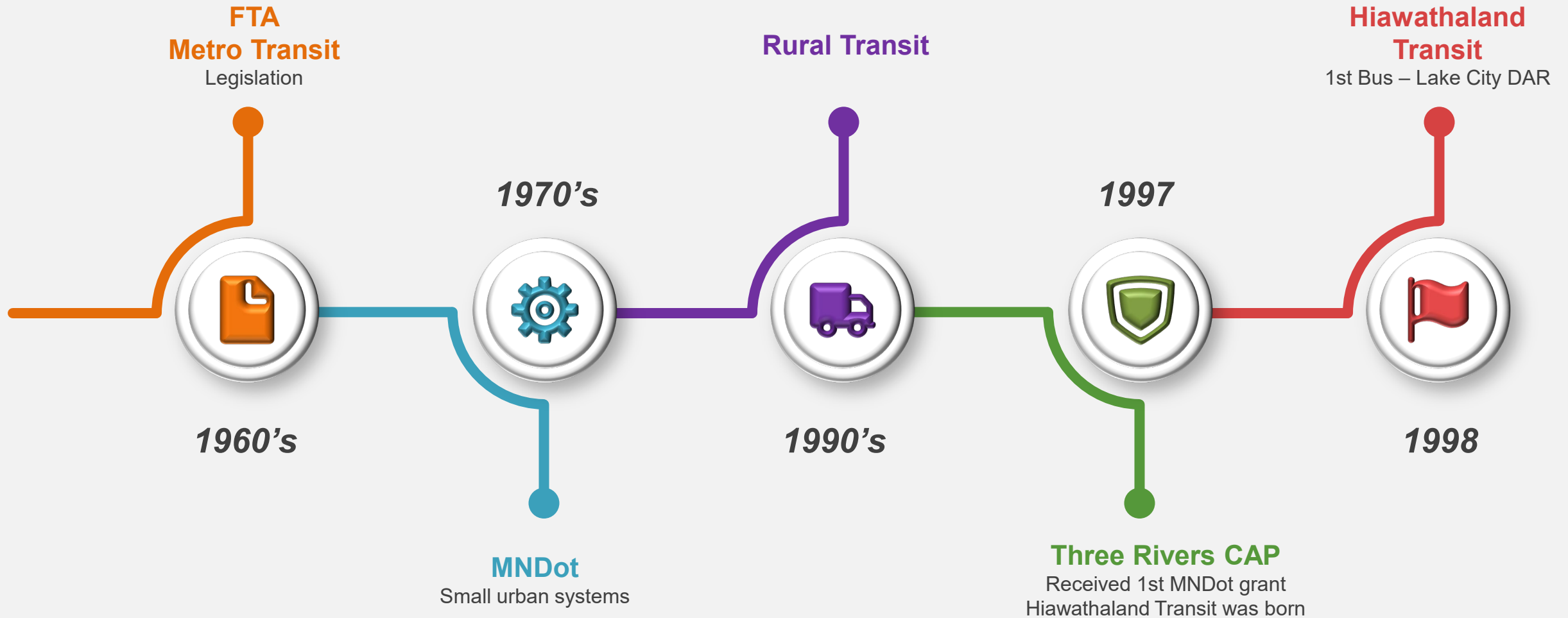
Rice  
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Wabasha  
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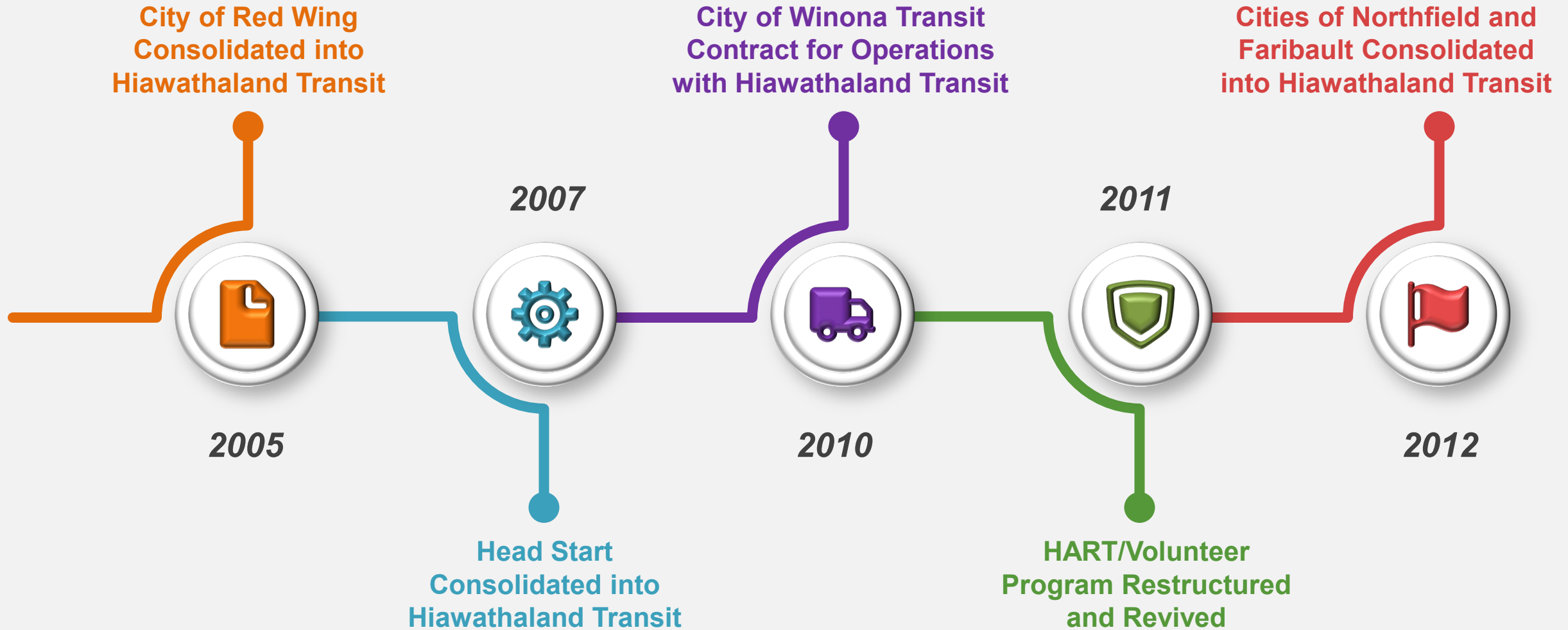
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County



# How We Started...



# And Grew...

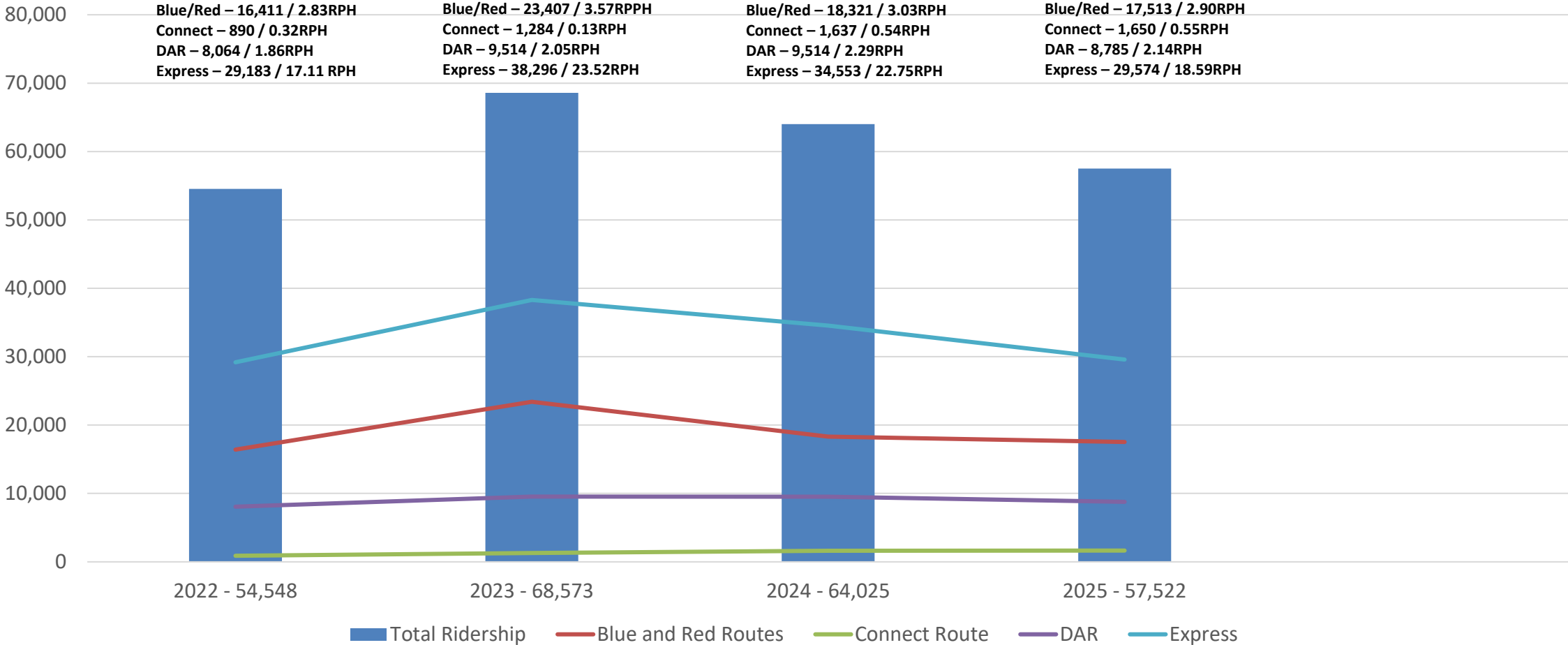


## Types of Services We Offer:

1. Deviated Routes
2. Dial-A-Ride

1. Deviated Routes: A service operating on a fixed route from which vehicles may deviate to pick up or drop off passengers. Requests for route deviations must be made by calling the dispatch office. We can deviate up to .2-miles.
  - *MnDOT standards = 8 rides per hour*
2. Dial-A-Ride: A demand-response service in which the vehicle is requested by telephone and routing is determined as requests are received. Origin-to-destination service with some intermediate stops is offered. Dial-A-Ride is a service that operates outside of the .2-mile radius of the deviated routes.
  - *MnDOT standards = 3 rides per hour*

# Northfield Ridership



# MnDOT Updates – Transition to Formula-Based Funding - SUMMARY

## Funding Outlook

- Starting in 2027, MnDOT is transitioning to Formula-Based Funding
- Rural transit systems are projected to experience a 2-6% funding decrease
- Hiawathaland Transit will need to adjust services across the system to absorb a funding decrease
- Expansion of services will require additional investment from MnDOT

# Route Information & Service Changes

## Service Expansion

- New transit service can only be introduced when MnDOT opens formal service expansion opportunities
  - Currently, **no expansion opportunities are available**
  - When available, MnDOT requires:
    - Completion of **unmet needs assessment**
    - **Community engagement**, including public meetings
    - Documentation demonstrating demand for expanded service
- All expansion requests must be approved through the MnDOT funding process
- The typical timeline is approximately **2 years of planning and approval, with implementation occurring in year 3**

## Service Modifications (within existing levels)

- Adjustments to existing service are permitted within current funding levels
- For example, underperforming routes may be restructured or replaced if there is **documented community need**
- All service changes require MnDOT review and approval

# Route Information & Service Changes - continued

## Express Route Service

- The Express Route is currently **approved and funded for school-year operations only**
- Expanding to **year-round (12-month) service** would require additional funding.
  - If the City of Northfield is interested in expanding this service, further discussions would be needed to evaluate **costs and funding options**

# Route Planning Process

## Key Considerations for Transit Route Redesign

### Ridership & Demand

- Analyze current ridership patterns and trends
- Identify high-demand corridors and underserved areas
- Review origin-destination data and trip purposes

### Equity & Access

- Evaluate impacts on historically underserved populations
- Ensure compliance with Title VI and equity goals
- Consider access to essential destinations (jobs, healthcare, education)

### Service Efficiency & Productivity

- Assess performance metrics (riders per hour, cost per trip)
- Identify underperforming routes for potential restructuring
- Balance coverage vs. productivity goals
- Timing considerations – time per round

### Community Engagement

- Conduct public outreach and surveys
- Incorporate feedback from riders, non-riders, and community partners
- Provide multilingual and accessible engagement opportunities

### Operational Feasibility

- Evaluate staffing, fleet availability, and facility capacity
- Consider route timing, scheduling, and on-time performance
- Review roadway conditions and infrastructure constraints

## Connectivity & Integration

- Maintain or improve connections to key destinations and transfer points
- Consider first/last-mile solutions (bike, pedestrian)
- Consider regional transit and mobility options, if available

## Financial Impacts

- Assess cost implications and available funding
- Ensure alignment with funding requirements (MnDOT)
- Evaluate trade-offs between expanding vs. reallocating service

## Phasing & Implementation

- Plan for a clear transition timeline
- Consider phased rollouts vs. systemwide changes
- Allow time for operator training and public communications

## Communication Strategy

- Develop clear, rider-friendly materials explaining changes
- Provide advance notice and trip planning support
- Use multiple channels (digital, print, in-person outreach)

## Performance Monitoring

- Establish metrics to evaluate success post-implementation
- Monitor ridership, reliability, and customer feedback
- Be prepared to adjust as needed

# City of Northfield & Hiawathaland Transit Partnership Opportunities/Ideas

## Marketing & Outreach Collaboration

- Coordinate joint marketing and outreach efforts to increase transit awareness and ridership
- Partner on community campaigns that position transit as a **primary mobility option**

## Community Events & Promotions

- Collaborate on **Transit Days** and other community events
- Offer **free or discounted fare promotions** to encourage trial and adoption
- Host **Rider Appreciation Days** to recognize and engage current riders

## Communications Support

- Partner on print and digital outreach
- Leverage City communication channels to amplify transit messaging

## Employer & Economic Development Partnerships

- Work with local employers through City economic development offices to:
  - Promote commuter benefits
  - Encourage transit use among employees (potential City Employee Transit Days)

## Equity & Accessibility Initiatives

- Co-host multilingual rider workshops to improve system accessibility
- Provide education on:
  - How to navigate the transit system
  - Fare policies and safety practices
- Build trust and expand access among historically underserved communities

# Miscellaneous information/questions

## **Is a third route viable?**

- Based on current ridership levels, it would be difficult to justify the need for a third route at this time

## **Can the hospital be added to an existing route (e.g., Blue Route)?**

- Adding the hospital would result in significant increases in travel time, impacting overall route efficiency and reliability

## **Can service be extended beyond 6:00 PM?**

- Dial-A-Ride services are available until 9:00pm, Monday-Friday
- Service expansion of routes may be considered as future funding opportunities become available and if ridership growth supports the need

## **Why doesn't the City of Dundas contribute financially to transit service?**

- City contributions are requested for local share of new bus purchases (although we have recently changed the process to an MOU) and not for daily operations.
- There are no buses currently reserved solely for service in Dundas
  - Trips originating in Dundas are typically for destinations in Northfield
  - Trips to Dundas originate in Northfield and are primarily for employment (e.g., Kwik Trip, Menards) or medical services (e.g., DaVita Dialysis)
  - Any change to funding structure would require further discussion and alignment on service goals
- We are willing to have conversations with Dundas to determine their interest in offering transit services

# Miscellaneous information/questions - continued

## **Are there gaps or missing stops on the Express Route?**

- Current data indicates that primary users (e.g., college students) utilize the service for shopping and downtown destinations
- The most frequently requested and utilized destinations are already served by the existing route

## **Can you provide an update on payment technology?**

- Yes. We transitioned to a new dispatch software platform last year
- This platform includes a mobile app (Passenger Portal) that will support:
  - Online trip requests
  - Digital payment options
  - Ability for passengers to see the bus location in real time, pertaining to their scheduled ride
- Full implementation is anticipated by the end of this year

THANK YOU



Transportation Co-Director's

Dianne Ford and Tracy Borgschatz

[dford@threeriverscap.org](mailto:dford@threeriverscap.org)

[tborgschatz@threeriverscap.org](mailto:tborgschatz@threeriverscap.org)

[www.threeriverscap.org](http://www.threeriverscap.org)

# MnDOT Updates – Transition to Formula-Based Funding – ADDITIONAL INFORMATION

Beginning in 2027, the Minnesota Department of Transportation (MnDOT) will transition to a formula-based funding model, replacing the traditional operating grant application process. While agencies will still be required to submit annual budgets and complete the application process, the methodology used to determine grant allocations will change.

Funding will be distributed based on a combination of **system size** and **performance metrics**:

- **System Size (50% total weighting)**

- 50% Vehicle Revenue Hours (VRH)
- 30% Vehicle Revenue Miles (VRM)
- 20% Operating Expenses (OE)

- **Performance (50% total weighting)**

*Operational Performance*

- 25% Service Efficiency (OE/VRH)
- 25% Service Productivity (Unlinked Passenger Trips (UPT)/VRH)

*Coverage Metrics*

- 30% Service Availability (VRH per capita)
- 20% Transit Access (based on Census data / Transit Needs Index (TNI))

To support a smooth transition, safeguards have been incorporated to minimize significant funding fluctuations that could create financial challenges for transit agencies.

Overall, rural transit agencies are projected to experience an approximate **2.6% decrease in funding** under the new formula.

## Passenger Conduct

- Passengers are required to pay the necessary fare before their ride(s).
- Hiawathaland Transit provides curb to curb service; drivers do not help individuals into homes, apartment buildings or businesses.
- Passengers may board with items/bags that can be carried on and off the bus in a single trip and must remain under their full control at all times.
- Inappropriate language, bothering other passengers, horseplay, fighting, carrying of weapons, or possession of illegal drugs will not be tolerated.
- No eating, drinking, open containers, or smoking on buses including E-cigarettes.
- Each bus is handicap accessible.
- 24-hour advance notice is encouraged for any ride needing the use of the lift.
- Personal Care Attendants actively assisting an individual can ride free.

## Fares

- Single Ride Cash (Deviated Route).....\$2.00
- Deviation charge (Deviated Route).....\$0.50
- Single Ride Cash (Demand Response).....\$2.50

**Contact a customer service specialist for pricing on monthly passes, or to purchase**

## Additional Information

- Tokens or passes are encouraged.
- Drivers DO NOT make change.
- Children under age 2 ride free with a paying adult. Maximum 1 free child per adult.
- Up to a .2-mile route deviation may be available upon request through our customer service specialists and will be subject to a \$0.50 deviation charge.
- No cost for ONE immediate transfer to another route at the Northfield Depot.
- Buses DO NOT enter trailer/mobile home parks, apartment complexes, or multi-use/multi-family dwellings.
- Please understand traffic and weather conditions may delay buses.
- Tokens can be purchased at Cub Foods, Just Food Co-op and Northfield Library.


## No Service Holidays

- NEW YEARS DAY
- EASTER SUNDAY
- MEMORIAL DAY
- JULY 4TH
- LABOR DAY
- THANKSGIVING & FRIDAY AFTER
- CHRISTMAS DAY


**Additional reduced services may precede or follow holidays**

**Three Rivers Community Action, Inc. will not discriminate because of ethnicity, race, color, creed, religion, national origin, sex, sexual orientation, disability, age, marital status, membership or activity in a local human rights commission, or status with regard to public assistance**

**Alternative languages and formats of brochures are available upon request**

 55049 241st Avenue, Plainview, MN 55964

 [tdispatchers@threeriverscap.org](mailto:tdispatchers@threeriverscap.org)

 Toll Free: +1 (866) 623-7505, option 1  
Fax: +1 (507) 534-9275  
TTY: +1 (800) 627-3529

 [www.threeriverscap.org](http://www.threeriverscap.org)

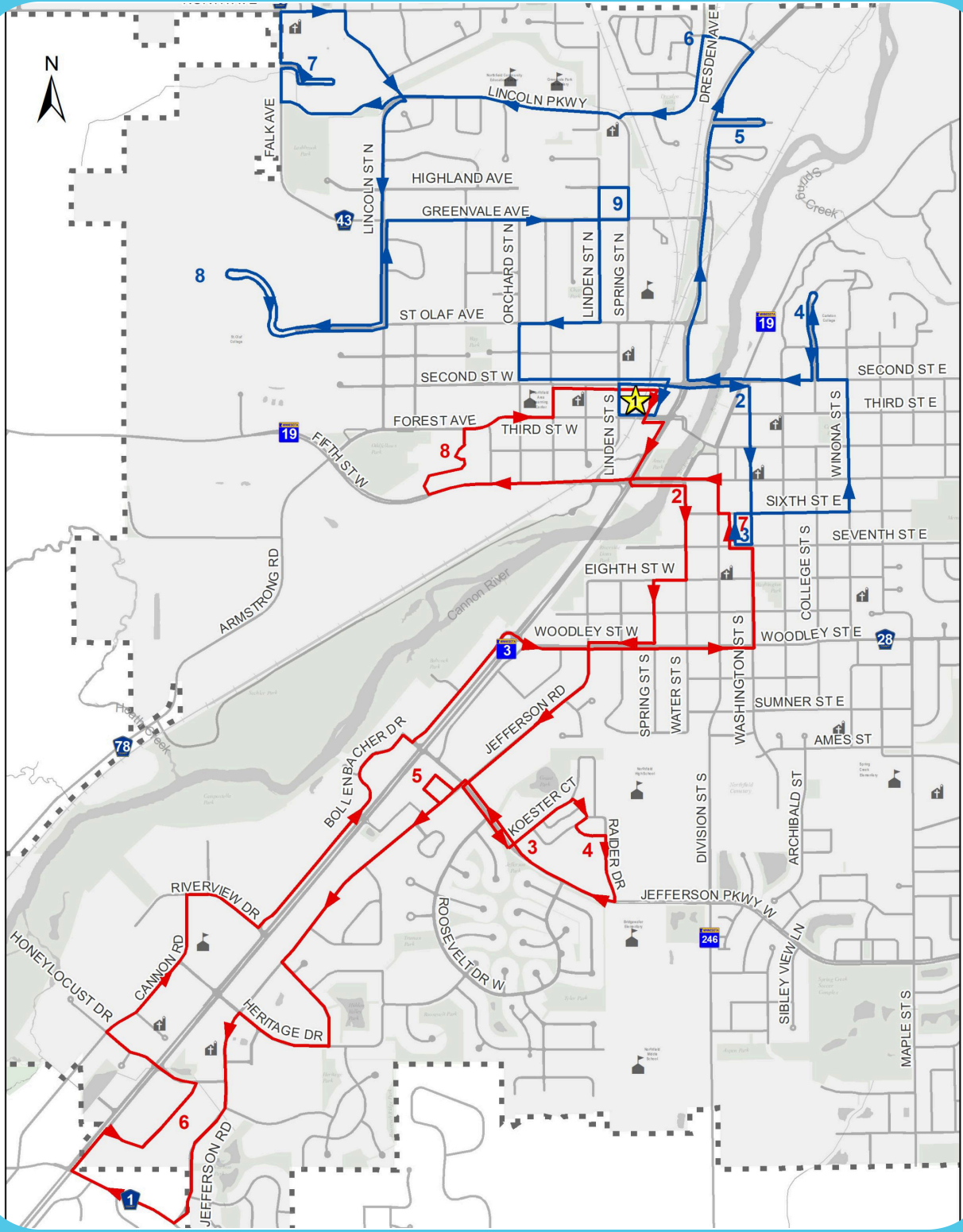
**ThreeRivers**  
COMMUNITY ACTION  
  
People-focused, community-driven

**ThreeRivers**  
COMMUNITY ACTION  


## Transportation Services for NORTHFIELD

Effective 6/30/2025





## Services

**DEVIATED ROUTES**  
Weekdays - 6:00am - 6:00pm

**DEMAND RESPONSE**  
Weekdays - 6:00am - 9:00pm  
Saturdays - 7:00am - 5:00pm

**CUSTOMER SERVICE (DISPATCH)**  
Weekdays - 5:30am - 6:00pm  
Saturday - 7:30am - 4:00pm  
Closed Sunday

*Special announcements concerning closures will be posted on the buses, website, and social media*

## Deviations

The following locations are available on **BLUE ROUTE** by request. Deviations may be subject to a deviation fee of \$0.50.

- Dollar General
- Jersey Mike's
- Kildahl Park Pointe
- Kraewood Flats
- Merchants Bank
- Northfield Extended Stay

The following locations are available on **RED ROUTE** by request. Deviations may be subject to a deviation fee of \$0.50.

- American Inn
- Carboni's Pizza
- City Hall
- Clothes Closet
- Culver's
- Davita Dialysis
- Merchants Bank
- Perkins
- Urgent Care

Blue Route	Time
Northfield Depot	:00
Library	:03
Family Fare	:05
Carleton College	:10
Northfield Estates	:17
Viking Terrace	:20
Northfield Manor	:27
St. Olaf College	:34
South Oak	:40
Northfield Depot	:50

Red Route	Time
Northfield Depot	:00
Food Co-op	:02
Koester Court	:08
NCRC	:10
Allina Clinic	:14
Target Cub	:26
Family Fare	:36
Three Links	:46
Northfield Depot	:50



Check us out on YouTube!



Visit our Website!

## Fares and Tokens

- Single Ride Cash (Deviated Route).....\$2.00
- Deviation charge.....\$0.50
- Single Ride Cash Demand Response).....\$2.50

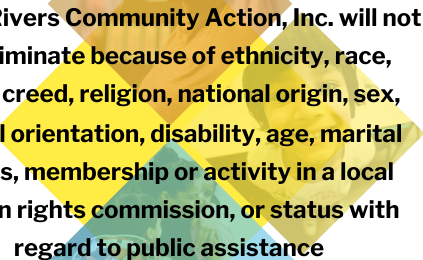
Contact a customer service specialist for pricing on monthly passes, or to purchase

## Service Information

The Express Route is only available during the Carleton College and St. Olaf school year and operates Monday - Saturday 3:00pm - 9:45pm. Any college closures, whether they are scheduled breaks, or a result of inclement weather, the Express Route will not operate. Students and faculty of the colleges can ride free of charge (deviation fees are NOT included in the free fare and must be paid PRIOR to receiving the deviation) WITH a valid College ID. Failure to show your College ID WILL result in you having to pay for your ride. While this route is primarily used by students and faculty of the colleges, it is available to anyone for the route fare of \$2.00 per one-way trip. Any deviation requests must be scheduled through our customer service specialist and may be subject to a \$0.50 deviation fee. Contact a customer service specialist at 866-623-7505, option 1, if you have any questions or to schedule your ride.

### Customer Service (Dispatch)

- Weekdays - 5:30 am - 6:00 pm
- Saturday - 7:30 am - 4:00 pm
- Closed Sunday




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Effective 1/1/2025

IN PARTNERSHIP WITH  
CARLETON & ST. OLAF  
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EXPRESS ROUTE OPERATES ON A 45-MINUTE ROUND									
Carleton College (Willis Hall)	3:00	3:45	4:30	5:15	6:00	6:45	7:30	8:15	9:00
St. Olaf College (Buntrock Commons)	3:08	3:53	4:38	5:23	6:08	6:53	7:38	8:23	9:08
Just Food Co-op	3:15	4:00	4:45	5:30	6:15	7:00	7:45	8:30	9:15
Target/Cub	3:23	4:09	4:54	5:39	6:24	7:09	7:54	8:39	9:24
Wells Fargo (Transit shelter)	3:33	4:18	5:03	5:48	6:33	7:18	8:03	8:48	9:33
Carleton College (Willis Hall)	3:38	4:23	5:08	5:53	6:38	7:23	8:08	8:53	9:38
St. Olaf College (Buntrock Commons)	--	--	--	--	--	--	--	--	9:45



## Passenger Conduct

- ALL students/faculty **MUST** have their College ID and present it to the driver upon boarding the bus. Failure to have your College ID will result in **having to pay for your ride(s)**.
- NO eating, drinking, or open container while on board the bus. If you attempt to board with a beverage, other than a twist top bottle, you will be asked to discard it or you will not be allowed to board the bus.
- Hiawathaland Transit provides curb to curb service; drivers do not help individuals into homes, apartment buildings or businesses.
- Passengers may board with items/bags that can be carried on and off the bus in a single trip and must remain under their full control at all times. Large items such as full length mirrors and TV's are not permitted on the bus. If you have a question about whether an item is permitted on the bus, please speak with the driver for clarification.

## No Service Holidays

- NEW YEARS DAY
- EASTER SUNDAY
- MEMORIAL DAY
- JULY 4TH
- LABOR DAY
- THANKSGIVING & FRIDAY AFTER
- CHRISTMAS DAY

*Additional reduced services may precede or follow holidays*

**The Express Route does NOT operate during college breaks/closures.**

**For specific dates, please consult your college activity schedule.**

## Additional Information

- Buses DO NOT enter trailer/mobile home parks, apartment complexes, or multi-use/multi-family dwellings.
- Inappropriate language, bothering other passengers, horseplay, fighting, carrying of weapons, or possession of illegal drugs will not be tolerated.
- Please understand traffic and weather conditions may delay buses.
- Tokens are encouraged.
- Drivers DO NOT make change.
- Each bus is handicap accessible.



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Legislation Text

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**File #:** 26-191, **Version:** 1

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**Northfield Transportation Advisory Committee Meeting Date:** April 15, 2026

**To:** Members of the Northfield Transportation Advisory Committee

**From:** Scott Wopata, Community Development Director

Electric Vehicle Car Share Study Update and Startup Funding Models.

**Action Requested:**

The Northfield Transportation Advisory Committee receives an update on Electric Vehicle Car Share Study Update and Startup Funding Models.

**Summary Report:**

The City of Northfield is Coordinating with RMI, as they have a grant from GM to assist with a study for Electric Vehicle car share program. Staff will share more information on what they have learned related to Electric Vehicle car share study and possible funding models at the meeting.

More information from RMI on the car share study is attached.

**City Plans & Policies Relevance:**

This work is supported by the City's 2045 Comprehensive Plan, Transportation Plan, and Strategic Plan.

The 2045 Comprehensive plans identifies these challenges:

- Community engagement identified a strong unmet need for reliable and effective public transit in Northfield.
- Public transit is provided by Hiawathaland Transit, offering two limited fixed routes, Dial-a-ride services, and a weekday regional route to Faribault every two hours.
- Current transit routes and transfer locations do not align well with areas of highest need, particularly census tracts with the greatest number of households without vehicles.
- Fixed routes are infrequent, have limited coverage, and only connect at the Transit Hub, resulting in long wait times and complicated transfers.
- Service hours (6 a.m. to 6 p.m.) do not accommodate second and third-shift workers.
- Limited transit access creates time, convenience, and financial burdens, especially for households that depend on transit.
- Major destinations (hospital, shopping areas) are located at opposite ends of the city, making cross-town trips difficult.
- While centrally located, the Transit Hub requires safer crossings of Highway 3 to better connect to downtown and east-side destinations.
- Future transit planning should add stops near shopping and medical services and involve key user groups such as older adults, youth, people with disabilities, and college students.

- Transit is essential for affordability, regional connectivity, climate goals, and should be integrated with compact, connected land use and walkable development planning.

In addition to challenges, the 2045 comprehensive plan identifies specific actions related to access and equity related to transit:

- Implement a community-based evaluation of the existing transit routes, either to expand or reroute existing services, for better connectivity, coverage and ease of use.
- Commit to funding and improving transit services and ridesharing options. Encourage partnership between Hiawathaland Transit, healthcare providers, rideshare companies, or other private/public entities for paratransit services and/or providing last-mile connections from transit stops.
- Commit to funding and improving options for transit services and other options when a trip requires a vehicle, including ridesharing and car sharing options.
- Commit to funding and improving transit services and ridesharing options. Encourage partnership between Hiawathaland Transit, healthcare providers, rideshare companies, or other private/public entities for paratransit services and/or providing last-mile connections from transit stops.

**Alternative Options:**

NA

**Financial Impacts:**

NA

**Tentative Timelines:**

NA

## **E-Mobility Accelerator: Designing Equitable EV Carshare Programs**

### **The Challenge**

Due to the high costs of car ownership and gaps in public transportation access, some communities currently have limited mobility options. RMI's goal is to reduce transportation costs and accelerate improved access to jobs, healthcare, and education for residents who need it most.

### **Our Project**

With grant funding from GM, RMI is inviting cities to collaborate with us in developing strategies to bring clean, affordable, and shared mobility to underserved communities. Through this work, RMI will:

- Conduct a needs assessment of local transportation gaps (trip profiles, demographics, etc.).
- Identify neighborhoods least served by current transit.
- Explore business models for EV carshare programs, including subsidized/nonprofit, privatized, and public-private partnership approaches

### **Why Join?**

By participating in this accelerator, cities will gain direct technical assistance on:

- Identifying which locations for EV carshare would make the most impact in supporting city goals.
- Evaluating which business models may work best in their community.
- Improving equity outcomes by prioritizing underserved communities in the clean transportation transition.

### **City Commitments**

Cities will engage in monthly meetings with RMI staff, share local priorities, and collaborate on identifying and addressing challenges. Ideally, this will require 5-7 hours of monthly time commitment for participating staff members.

### **Scalability**

RMI will work with the cities to identify optimal program designs for EV Carshare within their communities so that they are prepared to implement those solutions. Additionally, the broader findings will be used in further outreach so that best practices can be shared with other cities across the country who may be considering EV Carshare as a clean transportation solution.



Legislation Text

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**File #: 26-192, Version: 1**

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**Northfield Transportation Advisory Committee Meeting Date:** April 15, 2026

**To:** Members of the Northfield Transportation Advisory Committee

**From:** David Bennett, Public Works Director/City Engineer

NTAC receives an update on Southeast Minnesota Transit Management Organization Implementation Phase.

**Action Requested:**

The Northfield Transportation Advisory Committee receives an update on Southeast Minnesota Transit Management Organization (SE MN TMO) Implementation Phase.

**Summary Report:**

At the January 21, 2026 NTAC meeting, NTAC passed a motion for the City Council to support continuing the SE MN TMO study so the City of Northfield can further understand how forming a TMO could address transportation challenges locally and regionally. City Council passed the supporting resolution on February 10, 2026 (Attached - Resolution 2026-020).

The City of Chatfield, as the sponsoring governing agency, sent out an RFQ for continued pre-launch efforts as identified in the first phase of the Southeast MN TMO Feasibility study report published in June 2025. Southeast Service Cooperative has been contracted to carry out the work in this phase of the project, and the Cooperative has also been identified as the likely organization host for the TMO if it is established.

This next phase of work Southeast Service Cooperative will be to working on the TMO Implementation Plan, which will closely follow the TMO study Appendix G which is attached.

Background From January 21, 2026 NTAC Meeting

At the July 2025 NTAC meeting, SE MN Together Mike Thorsteinson, Joel Young with (CEDA), and Ulla Hester with Alta Planning shared that they have a grant for a SE MN TMO study. The goal of the study is to advance transit systems, service, and facilities across the 11-county SE MN and determine if a Transit Management Organization will meet the region's needs.

The Study goals aimed to “determine an organizational structure that can deliver resources to address the region's transportation needs related to workforce transportation, access to healthcare and education, access to services, and quality of life”.

To achieve that goal, the project team set the following study parameters:

- Build on and advance the region's successful transit systems, services, and facilities.
- Engage with leaders throughout the 11-county area to affirm the TMO approach meets regional needs and priorities.

- Identify barriers, gaps, redundancies and efficiencies in the region’s transit, mobility, and ridesharing services.
- Coordinate with and complement the regional transportation coordinating council efforts in Region 10.

In order for a TMO to be successful, it is necessary to identify the challenges that currently exist and understand how a TMO could address those challenges along with the financial sustainability of a regional TMO. The Study identified these items as Transportation Challenges in the 11-county area.

- Fragmented and Undercoordinated Transportation Services
- Limited Regional Coverage and Service Gaps
- Current Riders are Reliant on Transit
- Lack of Centralized Information and Trip Planning Support
- Technology and Booking Integration Gaps
- Underutilized Transit Services and Financial Inefficiencies
- Mismatch between travel patterns and service models
- Employer needs and opportunities

Establishing the correct TMO model for organizational structure is important to the success of the TMO. There would be a host organization and what the structure could look like is shown below:



Figure 4. Southeast Service Cooperative (SSC) Hosting Southeast Minnesota TMO: Administrative Support Structure

There is also the need for a governance model for the TMO. The report identified the proposed Governance model:

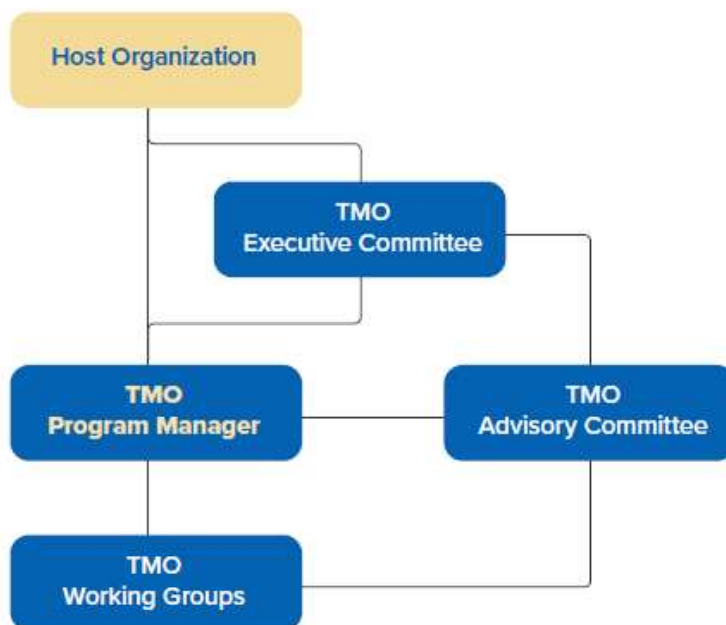


Figure 5. Proposed Organizational Structure for the Southeast Minnesota TMO

To advance the TMO, the initial priorities focus on four major functions.

1. Coordinating transportation providers and services
2. Promoting transit and travel options
3. Serving as a regional information hub
4. Creating a unified voice for transit advocacy in the region.

**What’s Next for the TMO Study:**

The City of Chatfield, as the sponsoring governing agency, has received another grant to continue to advance the TMO study. An RFQ has been prepared, and they are seeking a consultant/contractor to continue pre-launch efforts as identified in the first phase of the Southeast MN TMO Feasibility study report published in June 2025.

Before NTAC is a resolution of support to continue the study so the City of Northfield can further understand how forming a TMO could address transportation challenges locally and regionally.

**City Plans & Policies Relevance:**

This work is supported by the City’s 2045 Comprehensive Plan, Transportation Plan, and Strategic Plan

The 2045 Comprehensive plans identifies these challenges:

- Community engagement identified a strong unmet need for reliable and effective public transit in Northfield.
- Public transit is provided by Hiawathaland Transit, offering two limited fixed routes, dial-a-ride services, and a weekday regional route to Faribault every two hours.
- Current transit routes and transfer locations do not align well with areas of highest need, particularly census tracts with the greatest number of households without vehicles.

- Fixed routes are infrequent, have limited coverage, and only connect at the Transit Hub, resulting in long wait times and complicated transfers.
- Service hours (6 a.m. to 6 p.m.) do not accommodate second- and third-shift workers.
- Limited transit access creates time, convenience, and financial burdens, especially for households that depend on transit.
- Major destinations (hospital, shopping areas) are located at opposite ends of the city, making cross-town trips difficult.
- While centrally located, the Transit Hub requires safer crossings of Highway 3 to better connect to downtown and east-side destinations.
- Future transit planning should add stops near shopping and medical services and involve key user groups such as older adults, youth, people with disabilities, and college students.
- Transit is essential for affordability, regional connectivity, climate goals, and should be integrated with compact, connected land use and walkable development planning.

In addition to challenges, the 2045 comprehensive plan identifies specific actions related to access and equity related to transit.

- Implement a community-based evaluation of the existing transit routes-either to expand or reroute existing services- for better connectivity, coverage and ease of use.
- Commit to funding and improving transit services and ridesharing options. Encourage partnership between Hiawathaland Transit, healthcare providers, rideshare companies, or other private/public entities for paratransit services and/or providing last-mile connections from transit stops.

**Alternative Options:**

NTAC Could recommend not to support the TMO, however staff is recommending continuing support to learn more about how it could benefit Northfield.

**Financial Impacts:**

NA

**Tentative Timelines:**

NA

CITY OF NORTHFIELD, MN  
CITY COUNCIL RESOLUTION 2026-020

SUPPORTING FURTHER EXPLORATION OF  
SOUTHEAST MINNESOTA TRANSIT MANAGEMENT ORGANIZATION  
FEASIBILITY STUDY

WHEREAS, the City of Northfield 2045 Comprehensive Plan desires Northfield to “foster human connections in our increasingly diverse community through well-designed neighborhoods, gathering places, and business districts that are inclusive for all, independent of age, economic status, mobility, gender, or racial and ethnic background”; and,

WHEREAS, the City of Northfield 2045 Comprehensive Plan desires Northfield to “provide a full complement of mobility options so all Northfield residents and visitors can get where and how they want”; and,

WHEREAS, the City of Northfield 2045 Comprehensive Plan desires Northfield to “emphasize equity to address disparities and to ensure equitable access to jobs, housing, education, essential services, retail, mobility options, and open space for all”; and,

WHEREAS, the SE MN TMO Study documented extensive economic and social benefits from transit in SE MN; and,

WHEREAS, the SE MN TMO Study found extensive remaining transit-related needs across the 11-county SE MN region; and,

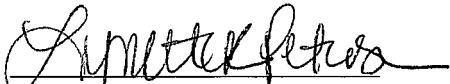
WHEREAS, the SE MN TMO Phase 1 Study completed in June of 2025 identifies how a TMO could help meet those needs, how a TMO could be structured, identifies a governing model, and identifies the next steps to continue to advance the TMO.


NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND CITY COUNCIL THAT:  
The Northfield City Council

1. Supports work to advance the next phase of the SE MN TMO Study.
2. Asks staff to work with Study organizers to better understand how the TMO could benefit Northfield with regional coordination.
3. Desires to better understand the financial benefits/cost model for a TMO.

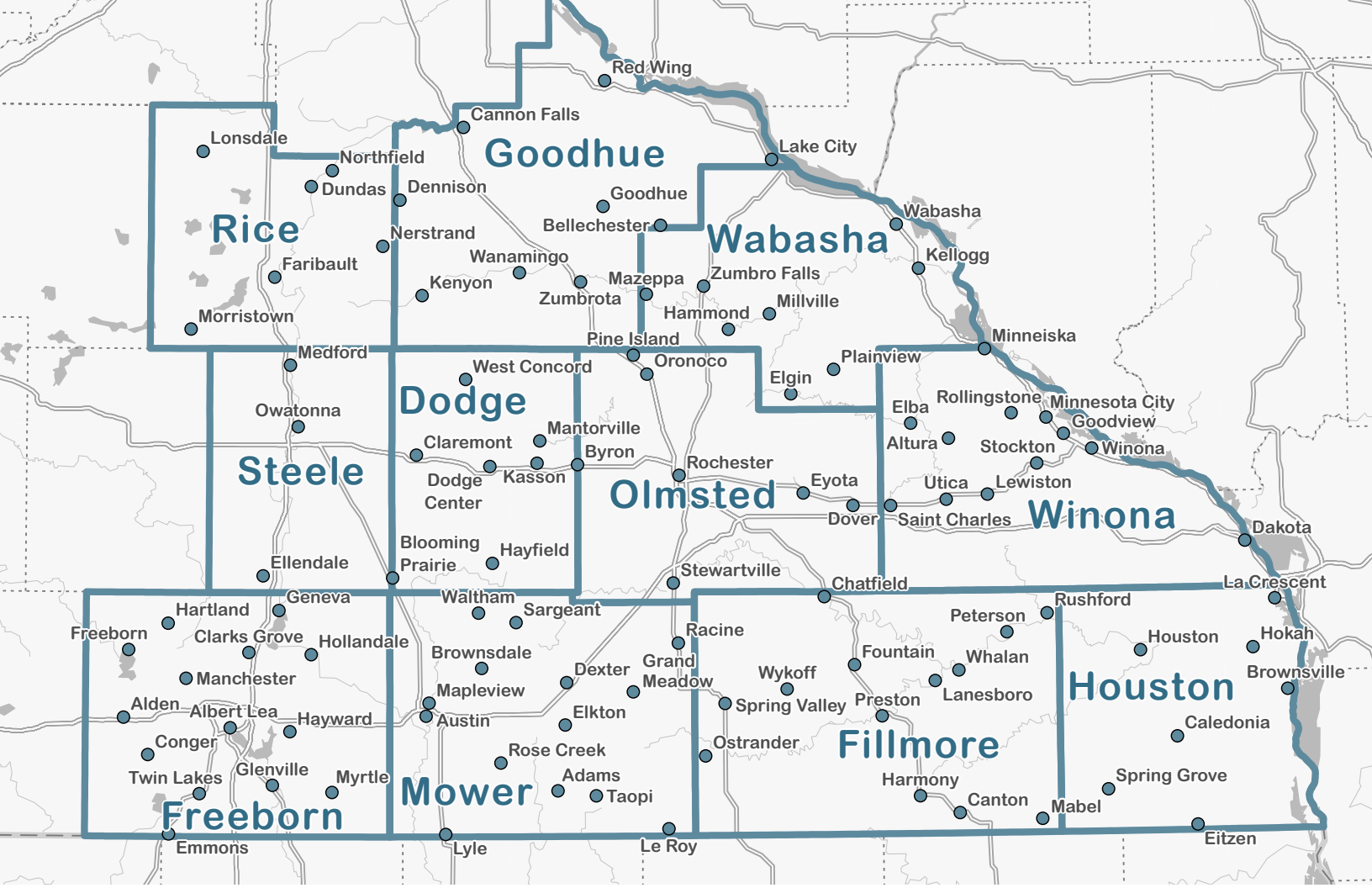
PASSED by the City Council of the City of Northfield on this 10th day of February, 2026.

ATTEST

  
City Clerk

  
Mayor

VOTE: Y ZWEIFEL    Y BEUMER    Y DAHLEN Y HOLMES  
Y NESS    Y PETERSON WHITE Y SOKUP



# Southeast Minnesota TMO Study

## Appendix G: Implementation Plan Draft



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## Introduction

This implementation plan outlines an operational pathway for launching and sustaining a Transportation Management Organization (TMO) in Southeast Minnesota. Building on the Southeast Minnesota TMO Feasibility Study findings, it provides a structured guide to help stakeholders move from concept to action. It details the organizational structure and governance framework necessary to establish the TMO and translates service priorities into a work plan that aligns with the region’s mobility needs.

The work plan guides the TMO’s preliminary operations from an organizational, funding, and staffing standpoint. It outlines organizational and funding recommendations and summarizes priority initiatives, followed by a detailed TMO Work Plan that breaks down specific actions, timing, and budget needs across a three-year period.

## Organizational Structure and Funding

The SE MN TMO feasibility study recommends that Southeast Service Cooperative (SCC) will be the host agency providing administrative support to the TMO. SCC is a nonprofit agency that serves public and private school districts, cities, counties, and other organizations in the 11-county southeast region of Minnesota. An Executive Committee will be the TMO’s decision-making body, aided by an Advisory Board, that will provide guidance. The TMO will set up subject-specific working groups to facilitate collaboration and coordination of work plan items.

The study identified potential sources for start-up and ongoing TMO funding, including a grant by the Greater Minnesota Regional Transportation Coordinating Council and a request for funding support to the State Legislature. SE MN Together already requested permission from the Legislature to use surplus funds designated to the TMO Study for start-up activities.

## Proposed TMO Services

This SE MN TMO Feasibility Study identified two priority initiatives as essential for the TMO’s early success. This implementation plan adds a priority initiative containing essential TMO administration and governance activities. Each initiative includes a set of foundational activities and supporting strategies that will guide the TMO’s operations and partnerships during this startup phase.

The recommended priority initiatives are:

1. **TMO Administration and Governance:** These activities create the foundation for launching and administering the TMO, including securing broad support and funding, hiring staff, and forming committees, boards, and working groups.
2. **Improving transit through regional collaboration:** These efforts strengthen collaboration among transit providers, improve service delivery, and unify regional transit messaging and advocacy. From schedule alignment to shared data systems, this work creates the foundation for a more seamless, efficient, and rider-focused transit network.
3. **Communicating travel options:** These initiatives build public awareness, rider confidence, and employer engagement through inclusive outreach and education. They focus on closing the information gap around available transportation services—especially essential workers and underserved populations—and helping employers support workforce commuting needs.

## 1. TMO Administration and Governance

Before the TMO can coordinate services or promote transportation options, it must first build the organizational foundation needed to operate effectively. This priority focuses on the critical early work of establishing the TMO: securing funding, hiring staff, forming leadership committees, and developing governance structures that reflect regional representation and support. These efforts will ensure the TMO launches with the institutional capacity and stakeholder backing necessary to carry out its mission.

- A. Organizational Set-Up and Staffing
  - Secure operational funding from regional partners, grants, or a host organization to support initial staffing and overhead.
  - Identify and confirm a host organization to provide administrative support.
  - Hire TMO staff, beginning with a dedicated TMO manager to oversee daily operations, partnerships, and implementation activities.
  - Establish internal organizational policies and procedures, including protocols for budget management, reporting, and performance tracking.
- B. Governance and Partner Engagement
  - Form an Executive Committee and an Advisory Board that includes representatives from key stakeholder groups across the 11-county region.
  - Convene working groups, such as a Transit Coordination Working Group, to provide technical guidance and stakeholder input.
  - Refine governance structures over time to ensure they support regional representation and long-term organizational sustainability.
- C. Branding, Communications, and Visibility
  - Develop the TMO's brand identity and core communication materials to support outreach, establish credibility, and engage stakeholders.
  - Create tools and platforms for ongoing partner communication and public engagement.
- D. Performance Tracking and Strategic Planning
  - Develop and implement performance-tracking tools to measure outcomes and inform strategic decisions.
  - Perform strategic planning to inform future work plans.
- E. Financial Sustainability
  - Explore and pursue diversified funding strategies, including local match funding, member contributions, and service-based revenue.

## 2. Improving Transit Through Regional Collaboration

A central role of the TMO will be to unify and elevate Southeast Minnesota's transit landscape by improving coordination, simplifying access to information, and increasing public and political support for transit. This strategic priority includes three interrelated focus areas: forming a regional transit coordinating working group, developing a centralized transportation information platform, and leading a unified transit advocacy campaign. Together, these initiatives aim to improve service delivery, connect users to available options, and establish transit as a vital component of the region's infrastructure and economy.

- A. **Transit Coordinating Working Group:** Provide strategic leadership in forming and sustaining a regional transportation coordinating working group composed of transit providers, local governments, employers, workforce development partners, human service agencies, Region 10 Quality Council, and regional planners. This cross-sector body will serve as a forum for collaboration, resource sharing, and systems-level problem-solving to improve transit coordination and performance throughout Southeast Minnesota. Through this initiative, the TMO will:
- Convene transit agencies regularly to review operational alignment, identify transfer points, and improve service integration.
  - Facilitate cross-agency collaboration to reduce duplication and increase efficiency. This may include exploring mutual aid agreements for trips across agency boundaries.
  - Engage employers to co-develop workforce transportation strategies tailored to regional labor markets.
  - Share replicable models and case studies that demonstrate successful service innovations.
  - Coordinate specialized services such as non-emergency medical transportation (NEMT), ensuring continuity of service and closing critical access gaps.
- B. **Regional Transportation Tool/Website + Resource Development.** The TMO will develop and maintain a centralized, user-friendly digital platform that consolidates transportation information, trip-planning functionality, and educational resources into one accessible location for Southeast Minnesota. By combining provider information with practical education and offline outreach resources, the platform will provide a single, comprehensive entry point for riders and partners to access, promote, and support the region's full range of transportation options. Examples of online tools that allow potential riders of all abilities to find transportation providers to match their needs include:
- Arrowhead RTCC: <https://www.arrowheadrtcc.org/filter>
  - Gohio Mobility: <https://gohiocommute.com/#/mobility>

Key features may include:

- A simple, easy-to-navigate interface that brings together information from multiple transit providers.
- Complete coverage of multimodal options, including fixed-route, demand-response, vanpool, Park & Ride, and specialized services.
- ADA-compliant, mobile-responsive design with multilingual translation to serve a wide range of users.
- Built-in trip-planning functionality, with integration of provider data and potential connections to third-party mobility apps (e.g. Transit App) to support real-time trip planning, fare payment, and service notifications.
- Rider guides, employer toolkits, and educational materials that help individuals and organizations understand and use available transportation services.
- Print-ready materials that can be easily shared by providers, employers, workforce agencies, and human service organizations.

- Regularly updated service alerts, schedule changes, and announcements to keep users informed.

In addition, the TMO will work to enhance digital accessibility by integrating regional transit data into widely used platforms such as the Transit App and other third-party mobility tools.

- C. **Create a Unified Transit Voice.** The TMO will take the lead in amplifying Southeast Minnesota's transit story with a cohesive advocacy strategy that elevates the visibility, value, and impact of transit. The TMO will be a convener, messenger, and policy influencer to drive investment and support for a more connected regional system. Through this initiative, the TMO will:
- Develop compelling, data-backed messaging that positions transit as essential to economic competitiveness, health equity, and regional resilience.
  - Coordinate legislative engagement and advocacy efforts to ensure the region's voice is heard at the Capitol and beyond.
  - Deploy regional campaigns and roadshows that align stakeholders on shared priorities and increase public understanding.
  - Equip providers with branded toolkits and unified messaging, enabling them to speak with one voice.
  - Influence funding decisions and policy conversations by ensuring transit is always part of the regional planning agenda.
  - Identify and participate in state, regional, and local planning processes to advance transit.

### 3. Communicating Travel Options

A critical early role of the TMO will be to close the information gap around available transportation services—particularly for essential workers, underserved populations, and employers navigating workforce mobility challenges. This strategic priority focuses on building public awareness, boosting transit confidence, and empowering people to make informed travel choices. Through targeted outreach, employer engagement, and hands-on education efforts, the TMO will promote available options, foster behavior change, and build the partnerships necessary to support long-term mode shift across Southeast Minnesota.

- A. **Outreach and User Education:** The TMO will build a comprehensive, region-wide outreach and employer engagement program designed to directly tackle workforce commute barriers, boost transit awareness, and drive long-term shifts in how people access jobs and services. This initiative will serve as a cornerstone of the TMO's impact—building trust with the public, forging strategic partnerships with employers, and expanding access to reliable, affordable transportation. Through this initiative, the TMO will:
- Launch an outreach campaign that builds public understanding of transit and alternative commute options through multilingual materials, on-the-ground education, and digital outreach.
  - Support travel training and rider education workshops for new or returning riders, seniors, youth, and individuals with disabilities.
  - Partner with employers—starting with those in manufacturing, healthcare, and food processing—to deliver customized, on-site programming including commute workshops,

ride-matching support, employee travel surveys, and “Try Transit” campaigns to engage workers and gather actionable insights.

- Use employer and commuter feedback to co-design service improvements, such as new routes, flexible modes, or expanded shift-time coverage.

**B. Develop a Try Transit Campaign.** The TMO will lead a coordinated "Try Transit" campaign with local transit providers to encourage new and returning ridership. The initiative will offer free transit passes or a designated week of no-cost rides, providing residents and workers with a low-barrier opportunity to experience the region's transportation services. The campaign will be promoted widely through employer networks, local governments, chambers of commerce, community organizations, and social media to ensure broad regional reach and visibility. This effort will serve as both a promotional tool and a data-gathering opportunity—helping to raise awareness of available services while capturing insights from new riders to inform future outreach and service planning. Key tasks will include:

- Securing commitments from transit providers to allocate free ride opportunities during the campaign period.
- Developing branded materials and messaging to support outreach across employer and community partner channels.
- Maximizing visibility through multiple platforms, including digital marketing, public events, and targeted outreach to underserved communities.

## Initiatives for Future Consideration

As the Southeast Minnesota TMO matures, it will be well-positioned to expand its impact and take on a broader set of responsibilities that respond to evolving mobility needs. While not part of the initial three-year implementation timeline, the following initiatives represent high-value opportunities that the TMO could pursue as resources grow, and partnerships deepen. These future strategies build on early priorities and are designed to enhance regional coordination, support service innovation, and expand outreach to ensure that all residents and workers can access reliable, efficient, and inclusive transportation options.

### *Improving Transit Through Regional Coordination*

- **Driver Recruitment and Retention.** Assist with driver recruitment and retention, including working with workforce development agencies and community colleges on driver training programs. Seek grant funding to cover tuition for driver training. Advertise for drivers on a regional website. Discuss how transit agencies can share or make driver applications easier (one application, driver sharing agreements, coordinated shifts, etc.).
- **Service Integration and Expansion Planning.** Identify intercity and rural transit service gaps, recommend route adjustments, and support new service planning.
- **Support Intercity and First/Last-Mile Solutions.** Help transit agencies collaborate with local jurisdictions and employers to develop micro transit, demand-response services, and park-and-ride connections.
- **Grant and Funding Support.** Assist transit providers in identifying and applying for state, federal, and private funding to expand services.

- **Performance Tracking & Data Sharing.** Establish data-sharing agreements to improve regional ridership analysis and inform decision-making.
- **Fare and Payment Coordination.** Explore options for regional fare integration or a unified payment system across providers. Leverage third-party apps, such as Transit App, to streamline the purchase of transit fares across providers.
- **Policy Support.** Advocate for supportive policies and reducing regulatory barriers to transit expansion.
- **Pilot Programs.** Test new mobility solutions such as microtransit, commuter shuttles, and vanpool initiatives.

### ***Communicating Travel Options***

- **Real-Time Service Updates.** Work with providers to share alerts on delays, schedule changes, and disruptions through digital platforms and signage. This could include leveraging third-party apps such as Transit App to streamline service updates.
- **Expansion on Outreach and User Education.** Building on this strategy could be a series of events. This will require more staffing over time. Strategies could include:
  - Provide handouts on regional transit information to local governments and community groups, and when appropriate, participate in public events, community festivals, and local meetings to meet people where they are.
  - Engage with local chambers of commerce, workforce development partners, and economic development agencies to integrate commute support into services offered.
  - Use local media, social platforms, and partner networks to regularly share service updates and support the delivery of commute campaigns.
- **Service Awareness Campaigns.** Promote transit options through targeted outreach, focusing on underserved areas and communities beyond Rochester. Campaigns can also support public awareness and navigation during Link BRT construction in downtown Rochester.

## TMO Work Plan

While the previous section outlined three strategic priority areas for the Southeast Minnesota TMO, this section translates those strategic directions into a time-bound, actionable implementation roadmap. It is organized chronologically, beginning with pre-launch activities and progressing through each phase of implementation. Each quarter includes detailed actions under key focus areas aligned with the strategic priorities. A draft budget to support the work plan activities can be found in [Appendix A](#).

The timeline chart below summarizes the schedule of the priority services and their key supporting activities.

	Pre-Launch	Year 1	Year 2	Year 3+
<b>1. TMO Governance &amp; Administration</b>				
Organizational Set-Up and Staffing				
Governance and Partner Engagement				
Branding, Communications, and Visibility				
Financial Sustainability and Long-Term Positioning				
Performance Tracking and Strategic Planning				
<b>2. Improving Transit Through Regional Collaboration</b>				
Transit Coordination Work Group				
Regional Transportation Tool/Website + Resource Development				
Create a Unified Transit Voice				
<b>3. Communicating Travel Options</b>				
Outreach and User Education				
Develop a Try Transit Campaign				
Travel Training				

## Pre-Launch Activities

This phase focuses entirely on foundational steps to advance the **TMO Administration and Governance** priority, including securing funding, formalizing partnerships, and laying the groundwork for staffing, leadership, and early support structures.

### **TMO Administration and Governance**

#### *Organizational Set-Up and Staffing*

- Finalize the **TMO Manager job description** in [Appendix B](#) of the SE MN TMO Feasibility Study and hire a TMO Manager to lead the work plan activities.

#### *Governance and Partner Engagement*

- **Continue engaging with interested steering committee members** to maintain momentum and leverage their collective knowledge and expertise. Steering committee members can help facilitate the next steps to gain support for a TMO, assist with advocacy and funding applications, and further guide TMO service priorities.
  - Schedule quarterly meetings and maintain ongoing communications.
  - Recruit steering committee members to serve on the TMO's Executive Committee or Advisory Board and actively engage in future Working Groups. The Executive Committee will be the TMO decision-making body while the Advisory Board will be a larger group of individuals representing local, regional, and state government, transit agencies, employers, human services organizations, and other stakeholders who will guide TMO staff and the Executive Committee.
- **Create resolutions to obtain commitments from transit agencies, municipal partners, and other stakeholders.**
  - Create resolutions formalizing an organization's commitment to supporting a regional TMO. Sample language is available in [Appendix C](#).
- Develop a **hosting services agreement** with Southeast Service Cooperative to formalize the partnership.

#### *Branding, Communications, and Visibility*

- **Develop and launch a compelling roadshow presenting study findings.** This study confirmed what many stakeholders in the region intuitively knew: there is a great need and opportunity to create an organization that will improve transit and other transportation options in the region.
  - Create materials, recruit and train partners to help with roadshow presentations, and schedule presentations at existing meetings of city councils, regional governmental and nonprofit organizations, MnDOT representatives, and employers to share study findings and gain support.

#### *Financial Sustainability and Long-Term Positioning*

- **Develop funding requests and applications.**
  - Create a funding request to the state legislature based on the work plan developed as part of this study to fund employer/commuter-focused work.

- Apply for 5310 funding in early 2026 to support work plan items serving seniors and people with disabilities. Based on the 2025 schedule, the application deadline is expected to be in April 2026 with funding awards made available for July 1, 2027.
- Explore other possible funding sources, including federal Congestion Mitigation Air Quality (CMAQ) funding.

## **Year One: Launch and Initial Implementation**

The first year of implementation focuses on standing up the TMO as a functional, credible organization and launching early programmatic activities. This includes establishing governance structures, initiating priority work in transit coordination and user education, and laying the groundwork for key tools such as the regional website. Activities are organized by quarter to reflect the evolving readiness of the TMO and its partners throughout the first 12 months.

### **Quarter 1: TMO Stand-Up and Board/Committee Recruitment**

#### ***TMO Administration and Governance***

##### *Governance and Partner Engagement*

- Continue Recruiting Executive Committee and Advisory Board members. It is anticipated that some SE MN Together members and participants of the study's Steering Committee will be early recruits to these committees and boards. Use relationships developed during the roadshow to recruit additional members with the goal of achieving representation across the region and stakeholder types.

##### *Financial Sustainability and Long-Term Positioning*

- Refine the work plan, budget, and schedule.

##### *Branding, Communications, and Visibility*

- Begin developing a logo and brand identity

##### *Performance Tracking and Strategic Planning*

- Set up performance measures and reporting structures to comply with funding requirements.

#### ***Improving Transit Through Regional Collaboration***

##### *Transit Coordination Working Group*

- Recruit initial Working Group members (transit providers, local governments, workforce partners, human services, employers, MnDOT).

##### *Regional Transportation Tool/Website + Resource Development*

- Update transportation provider inventory

#### ***Communicating Travel Options***

##### *Outreach and User Education*

- Reach out to employers who were involved in the study to introduce the TMO and continue conversations around transportation needs and potential solutions.
- Identify priority geographies/industries for employer and workforce engagement based on study findings and early outreach.

## **Quarter 2: Official Kick-Off and Program Development**

### ***TMO Administration and Governance***

#### *Governance and Partner Engagement*

- Convene the Executive Committee and Advisory Board to formally launch TMO operations. These kick-off meetings will be used to confirm TMO goals, clarify roles and responsibilities, review Year 1 priorities and work plan, determine logistics, such as meeting schedules, file sharing, and communication protocols, and discuss the organization's brand identity.
- Start building and enhancing relationships with transit providers, employers, workforce agencies, human service organizations, MnDOT, local governments, and chambers.
- Develop a contact database and subscribe to an email platform, such as Constant Contact or Mailchimp.

#### *Financial Sustainability and Long-Term Positioning*

- Start exploring additional funding opportunities, based on pre-launch findings.

#### *Branding, Communications, and Visibility*

- Develop a logo and brand identity.

### ***Improving Transit Through Regional Collaboration***

#### *Transit Coordination Working Group*

- Hold kickoff meeting to establish purpose, roles, and meeting schedule, and facilitate initial conversations around service gaps, redundancies, unified messaging/advocacy, and early pilot ideas.
- Conduct individual stakeholder meetings to gather input on early coordination opportunities.
- Compile baseline inventory of transit services: routes, schedules, fares, transfer points, and specialized services.

#### *Regional Transportation Tool/Website + Resource Development*

- Draft functional goals for the online platform (including data needs, accessibility requirements, and integration needs)
- Research funding opportunities to support implementation
- Conduct a preliminary scan of comparable platforms or vendor solutions, identifying potential vendor options and procurement pathways.

#### *Unified Transit Voice*

- Develop a calendar for upcoming state, regional, and local transportation planning processes and engagement opportunities.

### ***Communicating Travel Options***

#### *Outreach and User Education*

- Develop outreach strategy for employer engagement, workforce partners, and community-based organizations.
- Create initial outreach collateral templates for employer meetings, community presentations, and human service partners.
- Travel Training

- Identify initial partner organizations (e.g. senior centers, disability service providers, human service agencies, and transit providers) interested in supporting travel training activities.

### **Quarter 3: Program Rollout**

#### ***TMO Administration and Governance***

##### *Governance and Partner Engagement*

- Plan and conduct recurring Executive Committee and Advisory Board meetings

##### *Financial Sustainability and Long-Term Positioning*

- Continue exploring funding opportunities

#### ***Improving Transit Through Regional Collaboration***

##### *Transit Coordination Working Group*

- Complete first regional coordination assessment and identify short-term pilot opportunities.
- Facilitate second Working Group meeting to review assessment findings and prioritize pilot concepts.
- Start outlining operational details for Year 2 coordination pilot(s) (schedules, joint marketing, transfer points, Park & Ride, shared resources).
- Begin seeking funding to support potential pilot(s)

##### *Regional Transportation Tool/Website and Resource Development*

- Draft and release RFP/detailed scope of work for vendor solicitation (functional specs, data integration needs, resource library features, accessibility needs, trip-planning options, etc.).
- Conduct a full audit of existing printed and digital transit materials from providers.
- Begin developing content outlines and templates for key resources including rider guides and employer toolkits.
- Initiate data-sharing agreements between providers for ongoing service planning and website integration.

##### *Unified Transit Voice*

- Identify key stakeholders and existing advocacy groups to engage and create the basis for an Advocacy Working Group.
- Discuss unified messaging with the Transit Coordination Working Group.

#### ***Communicating Travel Options***

##### *Outreach and User Education*

- Begin employer and workforce engagement with priority geographies/industries.
- Conduct employee commute surveys with the pilot employer workforce.
- Begin developing modules for community presentations, workforce development partners, and other relevant stakeholders/partners.
- *Travel Training*
  - Develop curriculum and materials for introductory travel training sessions targeted to seniors, individuals with disabilities, and case managers.

- Coordinate with human service organizations to identify target audiences for the travel training pilot.
- *Try Transit Campaign*
  - Begin internal planning for the Year 2 Try Transit campaign. Coordinate with transit providers, secure fare commitments, and draft branding concepts.

## **Quarter 4: Full Implementation**

### ***TMO Administration and Governance***

#### *Governance and Partner Engagement*

- Plan and conduct recurring Executive Committee and Advisory Board meetings

#### *Performance Tracking and Strategic Planning*

- Prepare Year 1 annual assessment and report
- Draft Year 2 work plan, budget, and schedule

### ***Improving Transit Through Regional Collaboration***

#### *Transit Coordination Working Group*

- Finalize operational plans for Year 2 service coordination pilot(s).
- Draft Memorandums of Understanding (MOUs) or other relevant agreements for shared coordination efforts where applicable.
- Identify external funding sources to support Year 2 pilot implementation where needed.

#### *Regional Transportation Tool/Website + Resource Development*

- Facilitate vendor Q&A, proposal reviews, and evaluation process.
- Select vendor partner, finalize contract, and begin platform development.
- Providers begin sharing data and materials needed for a regional platform (service information, routes, schedules, resource content, etc.).
- Provide oversight, content coordination, and data verification to support vendor work.
- Finalize draft and design for the first set of print and digital resources, including rider guides and employer toolkits.
- Begin translation and ADA formatting for all materials.

#### *Unified Transit Voice*

- Bring together an extended group of stakeholders to inform the development of a Unified Transit Voice. This may form an Advocacy Working Group.
- Draft core Unified Transit Voice framework: purpose, messaging goals, target audiences.
- Outline key state/local policy priorities that may shape initial messaging.

### ***Communicating Travel Options***

#### *Outreach and User Education*

- Begin on-site educational events, travel trainings, and commute workshops with pilot employers.
- Broaden distribution of educational materials through human services, workforce boards, and local government partners.

- Conduct Year 1 evaluation to assess outreach reach, partner engagement, employer participation, and coordination progress.
- *Travel Training*
  - Conduct first pilot travel training sessions with human service organization partners.
- *Try Transit Campaign*
  - Finalize full design and branding package for Year 2 Try Transit campaign.
  - Confirm participating providers, partner commitments, and campaign structure for Year 2 Try Transit campaign.

## **Year Two: Scaling Up and First Campaign Launch**

With foundational structures in place, the second year shifts the TMO into full-scale program delivery. This phase emphasizes expanding partnerships, launching the region’s first “Try Transit” campaign, piloting transit coordination projects, and building capacity through a train-the-trainer model and platform development. The TMO also begins asserting its voice in legislative and policy arenas, using insights from Year One to refine messaging and advocacy strategies. Year Two is about building momentum—translating planning into visible, impactful action.

### ***TMO Administration and Governance***

#### *Governance and Partner Engagement*

- Plan and conduct recurring Executive Committee and Advisory Board meetings.
- Hire part-time staff or interns to assist with program implementation.

#### *Financial Sustainability and Long-Term Positioning*

- Continue exploring funding opportunities.

#### *Performance Tracking and Strategic Planning*

- Continue to track performance measures and perform required reporting.

### ***Improving Transit Through Regional Collaboration***

#### *Transit Coordination Working Group*

- Launch first coordination pilots (e.g. schedule alignments, transfer point coordination, Park & Ride pilots, shared staffing opportunities).
- Formalize interagency agreements (MOUs) to support ongoing coordination activities.
- Facilitate quarterly Transportation Coordinating Working Group meetings to monitor pilots, troubleshoot issues, and identify additional coordination opportunities.
- Support participating providers in identifying and pursuing external grant funding for service expansion, pilot continuation, or operational efficiencies.
- Expand collaborative service planning to address additional rural, intercity, or underserved areas identified in Year 1.

#### *Regional Transportation Tool/Website and Resource Development*

- Vendor begins platform development.

- TMO provides oversight, content coordination, and data verification to support vendor work.
- Complete initial platform backend and functionality for soft launch testing.
- Conduct internal testing: trip-planning tools, navigation, accessibility features, and mobile compatibility.
- Prepare first run of print-ready materials for distribution.
- Update website content to reflect additional providers, expanded resources, and schedule updates.
- Continue expanding resource library based on employer and partner feedback.

#### *Unified Transit Voice*

- Finalize initial regional transit messaging framework with the Advocacy Working Group.
- Develop shared talking points and policy briefs.
- Plan schedule for upcoming legislative sessions, regional planning efforts, and policy conversations.
- Launch first public awareness messaging campaign aligned with regional transit priorities.
- Prepare and train partners for upcoming legislative and advocacy opportunities.
- Refine messaging based on early feedback and policy developments.

#### **Communicating Travel Options**

##### *Outreach and User Education*

- Expand employer engagement beyond the initial pilot employer.
- Expand employer engagement to additional industries, geographies, and new HR partners.
- Deliver ongoing outreach, commute workshops, and travel trainings for both employer audiences and human service agency partners.
- *Travel Training*
  - Develop train-the-trainer materials for workforce agencies, human services staff, and partner organizations that will help sustain ongoing travel training delivery.
  - Conduct follow-up travel training sessions and build organizational capacity to scale travel training in Year 2.

##### *Try Transit Campaign*

- Confirm participating providers, partner commitments, and campaign structure for Year 2 Try Transit campaign.
- Launch the first Try Transit campaign with broad regional promotion across employer networks, workforce partners, and community channels.

### **Year Three and Beyond: Ongoing Growth and Establishment**

By Year Three, the Southeast Minnesota TMO will have transitioned from a start-up organization to an established regional entity with active programs, partnerships, and a growing presence. This phase focuses on expanding the TMO's impact, institutionalizing coordination efforts, and embedding its services and advocacy into long-term regional systems. Building on the foundation laid in Years One and Two, the TMO will deepen relationships, scale pilot programs, formalize governance structures, and broaden public engagement to ensure long-term sustainability and relevance. Key efforts during this phase include

expanding service planning collaboration, launching recurring campaigns, scaling training efforts, and advancing a unified regional transit voice.

### ***TMO Administration and Governance***

#### *Organizational Set-Up and Staffing*

- Expand staffing or volunteer leadership as needed to scale programs, maintain quality, and deepen partnerships.

#### *Governance and Partner Engagement*

- Continue planning and conducting recurring Executive Committee and Advisory Board meetings to ensure regular governance, oversight, and decision-making.

#### *Financial Sustainability and Long-Term Positioning*

- Pursue multi-year funding commitments from local, state, and federal sources to ensure long-term sustainability.

#### *Performance Tracking and Strategic Planning*

- Refine and update the TMO Work Plan and performance measures based on progress to date and evolving needs.
- Conduct a strategic planning process to revisit and refine the TMO's mission, vision, and long-term goals, incorporating lessons learned from the first two years.

### ***Improving Transit Through Regional Collaboration***

#### *Transit Coordination Working Group*

- Expand regional coordination work into new service planning (rural access, intercity connections, shared NEMT services, driver recruitment support, etc.).
- Fully formalize interagency coordination structures as ongoing governance functions.

#### *Regional Transportation Tool/Website and Resource Development*

- Continue website expansion: real-time updates, service alerts, additional providers, trip-planning tools, and third-party app integration.

#### *Unified Transit Voice*

- Expand Unified Transit Voice to serve as a permanent regional coalition for transit investment and policy coordination.

### ***Communicating Travel Options***

#### *Outreach and User Education*

- Build out year-round outreach and education calendar (employer events, travel trainings, community events, seasonal promotions).

#### *Try Transit Campaign*

- Establish an annual Try Transit campaign as a recurring regional promotion.

#### *Travel Training*

- Scale train-the-trainer programs to expand travel training capacity through partner organizations.

## Appendix A: Draft Budget

	<i>TMO Manager Salary (1 FTE)</i>	<i>Benefits (Healthcare, Retirement, Legally Required)</i>	<i>Part-Time Staff</i>	<i>SCC Admin</i>	<i>Marketing + Incentives</i>	<i>Operations</i>	<i>Regional Transportation Tool Development</i>	<i>Total Budget</i>
<i>Notes</i>	Assumes 3% growth year over year	Assumes 35% of salary with 3% growth annually	Hourly	5%	Increase of \$5,000 per year	Office equipment/software, printing, transportation	\$40,000 for building the tool and \$20,000 per year for maintenance and service fees.	
<b>Year 1: Foundation Building and Launching TMO Services</b>	\$ 100,000	\$ 35,000	\$ -	\$ 10,975	\$ 35,000	\$ 9,500	\$ 40,000	\$ 230,475
<b>Q1 January - March</b>	\$ 25,000	\$ 8,750	\$ -	\$ 2,188	\$ 5,000	\$ 5,000	\$ -	\$ 45,938
<i>TMO Administration &amp; Governance</i>	\$ 2,000							
<i>Transportation Coordinating Working Group</i>	\$ 8,000							
<i>Unified Transit Voice</i>	\$ 3,000							
<i>Regional Tool + Website Development</i>	\$ 8,000							
<i>Outreach &amp; User Education, Try Transit, Travel Training</i>	\$ 4,000				\$ 10,000			
<i>Try Transit</i>	\$ -							
<b>Q2 April - June</b>	\$ 25,000	\$ 8,750	\$ -	\$ 2,763	\$ 10,000	\$ 1,500	\$ 10,000	\$ 58,013
<i>Transportation Coordinating Working Group</i>	\$ 5,000							
<i>Unified Transit Voice</i>	\$ 3,000							
<i>Regional Tool + Website Development</i>	\$ 10,000						\$ 10,000	
<i>Outreach &amp; User Education, Try Transit, Travel Training</i>	\$ 7,000				\$ 10,000			
<b>Q3 July - September</b>	\$ 25,000	\$ 8,750	\$ -	\$ 3,263	\$ 10,000	\$ 1,500	\$ 20,000	\$ 68,513
<i>Transportation Coordinating Working Group</i>	\$ 5,000							
<i>Unified Transit Voice</i>	\$ 4,000							
<i>Regional Tool + Website Development</i>	\$ 6,000						\$ 20,000	
<i>Outreach &amp; User Education, Try Transit, Travel Training</i>	\$ 10,000				\$ 5,000			
<b>Q4 October - December</b>	\$ 25,000	\$ 8,750	\$ -	\$ 2,763	\$ 10,000	\$ 1,500	\$ 10,000	\$ 58,013
<i>Transportation Coordinating Working Group</i>	\$ 6,000							
<i>Unified Transit Voice</i>	\$ 2,000							
<i>Regional Tool + Website Development</i>	\$ 5,000						\$ 10,000	
<i>Outreach &amp; User Education, Try Transit, Travel Training</i>	\$ 12,000				\$ 5,000			
<b>Year 2: Scaling and Long-Term Growth</b>	\$ 103,000	\$ 36,050	\$ 60,000	\$ 13,053	\$ 35,000	\$ 7,000	\$ 20,000	\$ 274,103
<b>Q1 January - March</b>	\$ 25,750	\$ 9,013	\$ 15,000	\$ 3,988	\$ 7,500	\$ 2,500	\$ 20,000	\$ 83,751
<b>Q2 April - June</b>	\$ 25,750	\$ 9,013	\$ 15,000	\$ 3,063	\$ 10,000	\$ 1,500	\$ -	\$ 64,326
<b>Q3 July - September</b>	\$ 25,750	\$ 9,013	\$ 15,000	\$ 3,063	\$ 10,000	\$ 1,500	\$ -	\$ 64,326
<b>Q4 October - December</b>	\$ 25,750	\$ 9,013	\$ 15,000	\$ 2,938	\$ 7,500	\$ 1,500	\$ -	\$ 61,701
<b>Year 3: Scaling and Long-Term Growth</b>	\$ 106,090	\$ 37,132	\$ 74,263	\$ 14,224	\$ 40,000	\$ 7,000	\$ 20,000	\$ 298,709
<b>Q1 January - March</b>	\$ 26,523	\$ 9,283	\$ 18,566	\$ 4,344	\$ 10,000	\$ 2,500	\$ 20,000	\$ 91,215
<b>Q2 April - June</b>	\$ 26,523	\$ 9,283	\$ 18,566	\$ 3,294	\$ 10,000	\$ 1,500	\$ -	\$ 69,165
<b>Q3 July - September</b>	\$ 26,523	\$ 9,283	\$ 18,566	\$ 3,294	\$ 10,000	\$ 1,500	\$ -	\$ 69,165
<b>Q4 October - December</b>	\$ 26,523	\$ 9,283	\$ 18,566	\$ 3,294	\$ 10,000	\$ 1,500	\$ -	\$ 69,165
<b>3-Year Total</b>	<b>\$309,090</b>	<b>\$108,182</b>	<b>\$134,263</b>	<b>\$38,252</b>	<b>\$110,000</b>	<b>\$23,500</b>	<b>\$80,000</b>	<b>\$803,286</b>

***Budget Assumptions***

- SCC Administrative Fee is an estimate and will need to be confirmed as part of the hosting agreement.
- Marketing and Travel Incentives refers to a variety of marketing expenses and incentives used during the promotion of transit and other alternative modes, including Try Transit and Travel Training. Incentives could include free transit passes, gift cards for prize drawings, giveaways, and similar expenses. Marketing expenses include assistance with logo development and branding and could include paid targeted social media posts, billboards, and any expenses related to events.
- Regional Transportation Tool Development includes outsourced web development and the potential for subscribing to a third-party tool trip planning and ridematching tool to create this resource.

## Appendix B: TMO Manager Job Description

The TMO Program Manager will lead the day-to-day operations of a newly formed Southeast Minnesota TMO. This dynamic role is central to coordinating and advancing the TMO's priority initiatives to Improving Transit Through Regional Coordination and facilitating Communication Around Travel Options in the Region. The Manager will execute and evolve the TMO workplan while fostering strong relationships with partners, employers, communities, and stakeholders.

This role includes overseeing programs and initiatives that promote transit and other transportation options, building awareness and behavior change among residents and workers, and ensuring financial and organizational sustainability through strategic outreach, partnerships, and funding development.

### **Key Responsibilities**

#### *Program Leadership and Implementation*

Design and deliver the services of the TMO, including supporting a regional working group of transit agencies and other transportation operators, developing, and maintaining a regional transportation tool/website, coordinating unified transit advocacy for the region, creating travel options resources, and coordinating with employers to help deliver employer programs and facilitate commuter engagement.

#### *Partner and Employer Engagement*

Serve as the primary point of contact for employers, board members, and community partners. Facilitate outreach activities such as presentations, tabling events, and one-on-one support to promote commuting alternatives and access to services and education. Facilitate partnerships with educational institutions to expand staff capacity. This could include internships, class projects, competitions, or similar collaborations.

#### *Organizational and Funding Development*

Develop and execute strategies for long-term sustainability of the TMO through diversified funding (grants, sponsorships, memberships), including grant proposals, execution, and reporting. Support and collaborate with the Executive Committee and the Advisory Board and to align on priorities and impact. Hire vendors and support staff as needed to complete the work plan.

#### *Data-Informed Strategy*

Collect, analyze, and report data to assess the performance and impact of programs. Use data insights to drive decision-making and guide continuous improvement.

#### *Regional Collaboration*

Coordinate with transportation agencies, local governments, health systems, educational institutions, and regional employers to align strategies and support broader mobility and access goals.

#### *Skills, Knowledge, and Abilities*

##### Strategic Leadership & Program Management

- Strong organizational and project management skills; ability to balance multiple priorities and initiatives.
- Experience designing and executing outreach and engagement programs.
- Ability to develop and lead workplans, manage timelines, and measure outcomes.

- Experience hiring and managing vendors and staff.

#### Relationship-Building & Communication

- Excellent verbal and written communication, with the ability to tailor messages to a variety of audiences.
- Ability to engage, support, and collaborate with a diverse set of stakeholders, including employers, government officials, service providers, educational institutions, and commuters.
- Comfortable facilitating meetings, presentations, and public-facing events.

#### Analytical Thinking & Adaptability

- Proficiency in interpreting data and applying insights to improve programs.
- Problem-solving mindset with the ability to navigate challenges with flexibility and creativity.
- Commitment to equity, accessibility, and inclusivity in transportation services and community outreach.

#### Technical & Digital Literacy

- Comfortable using project management tools and communication platforms.
- Working knowledge of data sources, software, or systems relevant to transportation or community development is a plus.

This position plays a critical role in shaping Southeast Minnesota's approach to sustainable and equitable mobility. From working with employers to supporting active transportation to maintaining organizational health, the TMO Manager will have a direct hand in improving transportation outcomes for communities across the region.

## Appendix C: Sample Resolution

### Resolution in Support of Establishing a Transportation Management Organization (TMO) to Serve the Eleven-County Region of Southeast Minnesota

**WHEREAS**, the Minnesota Legislature has invested in a comprehensive study to evaluate the feasibility and benefits of establishing a Transportation Management Organization (TMO) to serve the eleven-county region of Southeast Minnesota, encompassing Houston, Fillmore, Mower, Freeborn, Steele, Dodge, Olmsted, Winona, Wabasha, Goodhue, and Rice Counties; and

**WHEREAS**, the findings of this study clearly demonstrate that a regional TMO would significantly strengthen transportation and transit systems across Southeast Minnesota by:

1. **Responding to regional needs** expressed by employers, schools, healthcare providers, transit agencies, social services, older adults, and individuals with disabilities;
2. **Building upon national success stories**, where TMOs have proven effective in improving transit services, even in rural areas;
3. **Leveraging existing leadership and support** and the readiness of trusted organizations to host and implement a regional TMO;
4. **Fostering community-driven solutions**, by creating a platform where residents, businesses, and public agencies can collaboratively identify transportation gaps and develop shared solutions;
5. **Driving regional economic growth**, by increasing access to reliable transportation, which helps workers maintain employment, supports businesses in retaining talent, and stabilizes the regional labor market;
6. **Improving quality of life**, by offering residents greater freedom in choosing where to live and work, while also promoting economic sustainability, better health, access to education and services, and reducing environmental impacts across all communities;

**WHEREAS**, the anticipated benefits of a Southeast Minnesota TMO are significant and far-reaching, including:

- **Expanded access to transportation, employment, and services**
- **Stronger regional workforce and economic competitiveness**
- **More coordinated and efficient mobility solutions**
- **Improved health, education, and equity outcomes**
- **Increased eligibility for grants and funding**
- **Greater environmental sustainability**

**WHEREAS**, the real-life impact of a TMO would be seen and felt in communities across the region:

- **Residents** would gain better access to work, healthcare, education, and daily necessities;
- **Employers** would benefit by accessing a broader and more diverse workforce, as improved transportation options expand the geographic reach of potential employees;
- **Workers** would benefit from more affordable and reliable transportation, reducing commuting costs and increasing access to job opportunities across the region;
- **Local businesses** would be better positioned to stay, expand, and attract new investment, as improved mobility makes the region more attractive for both workers and entrepreneurs;

- **Older adults and people with disabilities** would enjoy increased independence and community participation;
- **Transit providers** would operate more efficiently through regional coordination;
- **Cities and counties** would become more livable and resilient;

**WHEREAS**, [Insert Organization Name] recognizes and strongly supports the transformative potential of a TMO in advancing equitable, efficient, and sustainable transportation solutions for all people in the eleven-county region;

**NOW, THEREFORE, BE IT RESOLVED**, that [Insert Organization Name] expresses its full and enthusiastic support for the establishment of a **Transportation Management Organization** to coordinate, enhance, and expand transit and transportation services across Southeast Minnesota—for the benefit of current and future generations.



## **Request For Quotes (RFQ) Notice**

**Date of Request Notification:** January 5, 2026

### **RFQ for Purposes of: Southeast Minnesota Transit Management Organization (TMO) Pre-Launch Activities**

**The City of Chatfield** is requesting quotes for the purpose of determining the preferred vendor that provides the best value for meeting our project needs. All vendors who submit a proposal in accordance with this Notice will be considered for this project.

**The City of Chatfield** is considering the following project;

**Project Overview:** As the recipient of a legislative grant to further the establishment of a transit management organization (TMO) to serve southeast Minnesota, the City of Chatfield (City) seeks a contractor to complete the pre-launch activities as stated in the Southeast Minnesota TMO Feasibility Study Final Report published June 2025.

This phase focuses on foundational steps to advance the TMO. This includes the essential functions of administration and governance, including securing funding, formalizing partnerships, and laying the groundwork for staffing, leadership, and early support structures. It also includes intentional outreach and visibility for the purpose of regional awareness building, and communications which will require brand identity, and development and distribution of collateral materials.

The primary focus at the outset will be to develop and launch a compelling roadshow presenting study findings. This is intended to foster the continued engagement of the TMO Feasibility Study's Steering Committee members, promote and maintain momentum, and leverage the collective knowledge and expertise of partners and providers. These advocates can also help facilitate the next steps to gain support for a TMO, assist with advocacy and funding applications, and further guide TMO service priorities.

**In order for a vendor to be qualified for this project, the following requirements must be addressed in the Proposal.**

#### Qualifications:

- Demonstrated relationships with local governments.

- Demonstrated ability to develop and manage logistics related to convening stakeholder meetings.
- Demonstrated ability to develop and distribute informative and educational documents, websites, public presentations, social media tools, and the like.
- Demonstrated ability to provide organizational support including but not limited to personnel management, technical support services, organizational development, payroll and benefit management, etc.
- Demonstrated ability and desire to support and/or host the on-going operation of a Transit Management Organization.

Specific Tasks & Deliverables:

Hire, appoint someone within your organization or otherwise perform the duties of Startup Project Coordinator (SPC), responsible for the fulfillment of the following tasks:

Engage with interested TMO Steering Committee members to maintain momentum and leverage their collective knowledge and expertise. Steering committee members can help facilitate the next steps to gain support for a TMO, assist with advocacy and funding applications, and further guide TMO service priorities.

- Roadshow Outreach: (The purpose of the Roadshow is to share the findings of the TMO Feasibility Study with stakeholders and to build support for the establishment of a TMO. SE MN Together has committed to scheduling and convening three public meetings throughout the region. Alta Planning + Design has developed a slide deck summarizing the Feasibility Study results.)
  - Coordinate logistics for the roadshow outreach, including the scheduling of presentations at existing meetings of city councils, regional governmental and nonprofit organizations, MnDOT representatives, and employers to share study findings and gain support. (SE MN Together will provide leadership and support to schedule and host the regional events.)
  - Develop a slide presentation and handout to share with stakeholders during roadshow outreach. (Alta Planning + Design is available as a resource.)
  - Present at three convenings hosted by SE MN Together and at the meetings referenced above to gather input and garner support.
  - Create resolutions to obtain commitments of support from transit agencies, municipal partners, and other stakeholders.

- Enhance relationships with transit providers, employers, workforce agencies, human service organizations, MnDOT, local governments, and chambers.
- Using documentation developed during the Feasibility Study, determine priority levels for potential funders, develop funding requests, and track and manage applications.
- Finalize the TMO Manager job description, post, recruit, interview, select, hire, and onboard a part-time TMO Manager to lead the work plan activities.
- Draft functional goals for a regional transportation tool and website (including data needs, accessibility requirements, and integration needs).
- Develop a Memorandum of Understanding which outlines the expectations and responsibilities for the TMO Host organization.
- Recruit members to serve on the TMO’s Executive Committee or Advisory Board and actively engage in future Working Groups. The Executive Committee will be the TMO decision-making body while the Advisory Board will be a larger group of individuals representing local, regional, and state government, transit agencies, employers, human services organizations, and other stakeholders who will guide TMO staff and the Executive Committee.
- Develop a logo and brand identity.
- Develop a contact database and create an account to organize audiences using an email platform.
- Creative alternatives to accomplishing the essence of this Request for Quotes are welcome.
- **All activities are expected to be completed within 180 days of the contracts being fully executed.**

**The proposal must contain the following information, presented in the order shown:**

**1. Cover Letter**

2. An **Executive Summary** of not more than three pages.

**3. Project Personnel Profile**

- Identify key project personnel.
- Describe experience with similar type projects in scale and function.

4. **Description of Proposer's Overall Approach** to the Project, including a general description of methods used in achieving the required deliverables outlined in the Priority Pre-Launch Activities described above.

5. **Base Work Plan** with a breakdown of project by phases or tasks.

6. **Budgets and Cost Proposal**

- An itemized Cost Proposal for the Project must be included within the Proposal. The proposal should be broken down by personnel cost, cost of activity, supplies & reimbursables, etc.

The project timeline will begin one business day after full execution of the Contract and all aspects of work will be completed no later than 180 days after execution of the Contract. Payments to the Contractor will be made monthly, based on detailed invoices provided by the Contractor as described in the forthcoming Contract for Professional Services. The final payment will be made upon the satisfaction of the City of Chatfield. The eventual contract between **the City of Chatfield** and the preferred vendor will outline any agreed upon conditions.

Submit all questions related to specific project requirements in writing by **4:00 PM on Monday, January 26, 2026**. All questions should be submitted via email to **Joel Young** at **Joel.Young@cedausa.com**. All questions regarding this RFQ are to be directed only to **Joel Young**. Proposers may be disqualified if any unsolicited contact related to this RFQ is made with an employee or representative of other than the RFQ Administrator during the proposal process.

Submittal of Quote/Proposal is to be sent to:

City of Chatfield, Minnesota  
Attn: Beth Carlson, City Clerk  
21 Second Street Southeast  
Chatfield, MN 55923  
bcarlson@cityofchatfieldmn.gov  
507-867-1513

The deadline for RFQ submittals is by 4:00 PM on January 26, 2026.

Attachments:

- A: Non-Collusion Form
- B: Debarment and Suspension