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Introduction

About Headwaters Regional Development Commission
The Headwaters Regional Development Commission (HRDC) is a regional planning and
development organization that serves local governments, development organizations,
community leaders, and others in the five counties of Beltrami, Clearwater, Hubbard, Lake
of the Woods, and Mahnomen in north central Minnesota. HRDC exist to help our
communities, and our Region as a whole, be successful. This is our core mission, and core
value. Everything we do is focused on creating that success. Our services and activities are
a function of our skills and competencies and those needs communities have as they strive
to be successful.

Two pillars of the HRDC are to create **livable communities** and **encourage social
inclusion**. A lack of reliable and/or affordable transportation no doubt negatively affects
our region and these two organizational beliefs. As such, HRDC has decided to lead in the
Minnesota Department of Transportation’s Regional Transportation Coordinating Council
(RTCC) initiative.

Project Background
The Minnesota Departments of Transportation and Human Services, in collaboration with
other state agencies, worked with the Metropolitan Council and other local governments
and organizations to create regional transportation coordinating councils as appropriate
throughout Minnesota. Coordination between transportation providers and service
agencies has been a goal and strategy to fill transportation gaps, provide more service with
the same or fewer resources, streamline access to transportation and provide customers
more options of where and when to travel.

The state agencies provide support for creating a statewide framework of 8-10 Regional
Transportation Coordinating Councils throughout Minnesota in order to break down
transportation barriers and offer a seamless system of transportation services. The
Regional Transportation Coordinating Councils will be responsible for coordinating
transportation services through a network of existing public, private and non-profit
transportation providers.

MnDOT solicited a RFP for RTCC Organizational Grants in the fall 2017, and the HRDC
was awarded the grant in the summer of 2018. This RTCC organizational development
plan coverage area includes all five counties within the HRDC planning area. HRDC was
also granted funds from MnDOT to implement strategies to overcome identified barriers
beginning on July 1st, 2019.
What is a RTCC
Minnesota Department of Transportation describes RTCCs as consisting of stakeholders interested in improving mobility for “transportation disadvantaged” – older adults, individuals with disabilities, individuals with low incomes, and/or military veterans. The most successful RTCC will include representatives from a wide range of agencies and interests.

RTCC board membership will be diverse and as comprehensive as possible, and include representatives from the region’s county department of social services, Minnesota Area Agencies on Aging, Workforce Development, transportation providers, human services agencies, transportation and human services advocates, veteran service organizations, Minnesota Continuum of Care Coordinators, Centers for Independent Living and public and private funders of transportation services. RTCC’s use Mobility Management to promote transportation and provide services to members and population.

What Is Coordination?
According to the Federal Transit Agency, 80 programs fund transportation services for specific populations, including disadvantaged people. Coordinating individual human service transportation programs makes the most efficient use of transportation resources by avoiding duplication of program efforts and encouraging the use and sharing of existing community resources. In communities where coordination is made a priority, citizens benefit from more extensive service, lower costs and easier access to transportation. Coordination efforts are typically lead by mobility managers with extensive knowledge in regional transportation options.

Mobility Management
Mobility Management is managing and delivering coordinated transportation services to the public by meeting the needs of the individual using a wide range of transportation options and service providers. Mobility managers function as policy coordinators, operation service brokers, and customer travel navigators. Unlike transportation service managers, mobility management focuses on individual needs instead of system improvements. The best term to describe mobility management is being a “one-stop shop” or “one call” system to obtain and coordinate transportation options.

Goal & Objectives
Goals:
- Expand transportation options for underserved populations
- Develop better collaboration between transportation providers within the region
- Be a central source of public transportation information
- Provide planning and additional expertise to transportation providers
- Arrange personalized transportation request that cross multi-jurisdictional boundaries
Objectives:
- Understand current services and the gaps in service that would help meet transportation needs.
- Problem-solve transportation barriers through creative partnerships
- Create the most effective organizational structure needed to have an positive impact on transportation access
- Become a primary transportation resource for the region
- Leverage technology to increase availability and effectiveness of transportation options.

Membership
The Headwaters Regional Transportation Coordinating Council (HRTCC) will serve as an advising and technical committee to Headwaters Development Commission. The HRTCC will be composed of no more than 15 members from various social services, transportation organizations and the public at large. Attempts will be made to include a minimum of two representatives from each county within the HRTCC region. Additionally, at least one HRDC Commissioner will be placed on the RTCC. Detailed by-laws of the RTCC are available in Appendix A of this document.

Vision, Goals & Strategies of Coordination Council & Staff

Vision:
Ensure availability of safe, accessible, affordable transportation options throughout the region.

Goals & Strategies
Goal 1: Expand transportation options for underserved populations
   a) Increase availability of non-public transportation options
   b) Expand volunteer driver programs
   c) Work with non-transportation organizations to enhance mobility options
   d) Continually identify transportation barriers and problem solve solutions

Goal 2: Develop better collaboration between transportation providers within the region
   a) Meet with RTCC Council Members and stakeholders on a quarterly basis
   b) Stay updated on available transportation options and stakeholders
Goal 3: Be a central source of public transportation information
   a) Maintain a database of public & private transportation providers
   b) Publish a guide detailing transportation alternatives
   c) Answer requests for transportation information
   d) Provide public transportation outreach

Goal 4: Provide planning and expertise to transportation providers
   a) Be an advocate for public transportation providers, consumers, & mobility disadvantaged individuals
   b) Apply for grants on behalf of the RTCC that assist in providing efficient transportation with in the service area
   c) Assist local transportation providers in grant research, funding, & writing
   d) Stay updated on MnDOT, FTA, and other transportation agency regulations
   e) Update and maintain transportation related data
   f) Research transportation best practices

Goal 5: Coordinate personalized transportation request that cross multi-jurisdictional boundaries.
   a) Work with other RTCC’s and non-regional transportation providers in coordinating rides
   b) Identify out of network transport options
   c) Track & document unique transportation requests

Identified Regional Transportation Needs
HRDC was awarded a BUSH Foundation Innovation Grant in the summer of 2018 with the purpose to identify transportation barriers within the region. Several stakeholder meetings were held in each county within the region to discuss transportation issues and develop solutions. Some of these problems were also identified in the 2017 Transit Coordination Plan and reinforced in RTCC focus groups. Transportation related needs within the Headwaters Regional include, but are certainly not limited to, the following list.

Region Wide
- After-hours public transportation options
- Information on available providers

Beltrami
- Transportation for Bemidji State Students who do not have vehicles
- Inadequate 2nd & 3rd shift workforce transportation options
- Lack of available transportation to access social service appointments
- Court Transportation
Clearwater
• Inadequate workforce transportation options
• Transportation to community meal sites

Hubbard
• Transportation To Medical Appointments In Fargo
• Non-prescheduled transportation options
• Rural Hubbard to Park Rapids Transportation

Lake of The Woods
• Decreasing availability of volunteer drivers
• Distance to services
• Recreational transportation options

Mahnomen
• Access to fresh food
• Work related transportation to/from casino

Multi-Year Work plan
The transportation gaps and needs in the HRTCC region are varied and will require time and resources to develop sustainable solutions. The following work plan is a beginning and will evolve as new solutions are identified and based on changing local conditions.

Year 1
• Create a database of public, private, and non-profit transportation providers
• Design and publish a regional transportation guide
• Develop a volunteer driver pool program
• Establish a carpool program
• Increase transportation options to reach community meal sites
• Utilize public/private partnerships to create a job transportation program
• Establish a vehicle-share program

Year 2
• Develop a regional wide travel trainer program
• Create an online, publically available map for trip planning
• Increase available of “after hours” transportation for home-bound individuals
• Implement a community-wide faith-based transportation service

Years 3+
• Develop a mobile transportation-based application
• Implement a “One-Call, One-Click” System
• Secure long-term funding for RTCC program, including supplemental services
• Design a regional transportation tracking system
Duties of Mobility Manager

The RTCC will be led by a mobility manager who will provide operational and administrative support to the organization. This person in this position will serve as the primary contact between transportation providers and the HRTCC. Other duties of the mobility manager include but are not limited to the following:

- Identify local mobility needs and create partnerships to fill gaps in service
- Promote local mobility and transportation improvements to service providers, planning staff, and local/state officials
- Assist in individual trip planning for car-free transportation outside local transit and HRTCC service area
- Cultivate direct working relationships, partnerships and coordination with local service providers, local elected officials, and public entities
- Enhance communication between local transportation providers, social service networks, and the general public
- Provide technical support and guidance to local transportation providers in promoting new routes, system improvements, or other service enhancements
- Participate in mobility management and transportation related meetings
- Develop and distribute materials, such as maps and reports, and organize events and activities about mobility and transportation to service providers, local officials, agencies, and the general public
- Advocate and assist local entities with the development of funding resources for prioritized transit and/or mobility projects through grants and other sources (e.g., public/private partnerships)
- Coordinate local/regional planning with an understanding of community players, and transportation and land use resources.
- Offer training to local transportation providers and potential network users
- Update local mobility plans in accordance with FTA and MnDOT guidelines;
- Communicate best practices within the HRTCC region and encourage statewide improvement processes
- Assists local service providers to better understand rules, regulations and guidelines

Meeting Schedule

The Headwaters RTCC will meet at a minimum four times per year, preferably once every quarter. Additional meetings may be called/scheduled as needed. All meetings will be open to the public as required by Minnesota statute. Additional information about meetings and public participation can be found in the Public Participation Plan.
Organizational Resources for Implementation

The HRTCC will use a variety of resources and funds to operate a successful regional coordination system. Staff will continually identify best practices, seek funding opportunities for both the RTCC and transportation organizations, and provide technical support to local providers. Some examples include but are not limited to the following:

**Federal**
- United We Ride Initiative
- FTA Coordinating Council on Access Mobility
- FTA Funding Sources

**State**
- Minnesota Council on Transportation Access
- MnDOT Office of Transit
- MnDOT RTCC Database
- University of Minnesota Center For Transportation Studies
- Bemidji State University

**Local**
- Local Human Service Transit Coordination Plan
- Local Transit Providers Service Plans
- HRDC Funding and Staffing
- Local Government Funds

**Other**
- Bush Foundation
- Other Non-Profit Foundations
- Supplemental Funding

Public & Stakeholder Engagement

**Ongoing Process**

The HRTCC will hold a minimum of two meetings per year to discuss transportation barriers, issues, and solutions within the region from the public at large. The HRTCC will make attempts to solicit input from community members while participating in events or other projects around the region. Stakeholders will be encouraged to inform the HRTCC of issues facing their customers or community. The HRTCC also share best practices with stakeholders to promote efficiency and effective transportation strategies.

**Public Participation Plan**

HRTCC has created a Public Participation Plan to provide guidance on obtaining public and stakeholder engagement. HRTCC strongly believes quality public and stakeholder engagement is required for successful coordination activities. Detailed information about the Plan can be found in Appendix C of this document.
Appendix A: By-Laws

BYLAWS
OF
HEADWATERS REGIONAL TRANSPORTATION COORDINATING COUNCIL

ARTICLE I
PURPOSE

The Headwaters Regional Transportation Coordinating Council (RTCC) has been created as an Advisory Board under the legal authority of the Headwaters Regional Development Commission. The Headwaters RTCC is created in order to increase availability of safe, convenient, affordable transportation options throughout the Headwaters Region.

ARTICLE II
OFFICES

The principal office of the RTCC shall be located at 403 4th Street NW, Bemidji, MN 56601. The organization may have such other offices as the Advisory Board may determine from time to time upon recommendation to and approval from the HRDC Board of Directors.

ARTICLE III
ADVISORY BOARD

Section 3.1 General Powers. The affairs of the RTCC shall be managed by an Advisory Board under the authority granted by the Headwaters Regional Development Commission.

Section 3.2 Number, Tenure, and Qualifications. The number of Directors shall not be more than fifteen (15). The initial Advisory Board shall be divided into three groups with a third elected to serve a one-year term, a third elected to serve a two-year term, and a third elected to serve a three-year term. At subsequent annual meetings, Directors shall be nominated to serve three-year terms to succeed Directors whose terms have expired. Directors shall not serve more than three (3) consecutive terms.

Each of the five counties of the HRDC Region will be represented on the RTCC Advisory Board, and will be selected to represent counties, Tribal Nations, Human Services Departments, Workforce Development entities, Transportation Providers, Continuum of Care Coordinator, Veteran’s Services Officers, senior housing organizations or transportation/ non-profit advocates. At least one member shall be an HRDC Board representative.

Section 3.3 Election of Board Members. At the June HRDC meeting, a slate of nominees shall be presented to the HRDC Board for the seats to be filled on the Advisory Board.

Section 3.4 Term of Office. A director may resign at any time or may be removed, with or without cause by a two-thirds (2/3) vote of the entire Advisory Board upon approval of
the HRDC Board of Directors. Upon the death, resignation, removal, or incapacity of an Advisory Board Member, a majority vote of the remaining Directors, shall make a recommendation to the HRDC Board to formally fill the vacancy. The replacement Director shall serve out the term of the replaced Director.

Section 3.5 Organizational Meeting. The organizational meeting of the Advisory Board shall be held immediately following the annual meeting and shall be for the purpose of electing Officers of the Advisory Board and for the transaction of such other business as shall come before the meeting. Notice of such meeting shall be given as hereinafter provided for special meetings of the Advisory Board.

Section 3.6 Regular Meetings. Regular meetings of the Advisory Board shall be held from time to time, at such time and place as the Board may determine by action taken by a majority of the Board of Directors.

Section 3.7 Place of Meetings. The Board of Directors may hold its meetings at such place or places as it may from time to time determine.

Section 3.8 Special Meetings. Special meetings of the Advisory Board may be called by or at the request of the President or any two Directors, and shall be held at the principal office of the organization or at such other place as the Directors may designate.

Section 3.9 Notice. Notice of any special meeting of the Advisory Board shall be given at least ten days prior to the meeting by written notice delivered personally, electronically, or sent by mail to each Advisory Board member at the member’s address shown by the records of the organization. If mailed, such notice shall be deemed to be delivered when deposited in the United States mail so addressed, with postage thereon prepaid. Any Advisory Board member may waive notice of any meeting. The attendance of said member at any meeting shall constitute a waiver of notice of such meeting, except where a member attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. The business to be transacted at the meeting shall be specified in the notice or waiver of notice of such meeting.

Section 3.10 Quorum. A minimum of five members and at least one-third (1/3) of the entire membership of the Advisory Board shall constitute a quorum for the transaction of business at any meeting of the Board; but if less than a quorum of the members are present at any meeting, a majority of the Directors present may adjourn the meeting from time to time without further notice. Notice of any adjourned meeting need not be given.

Section 3.11 Board Decisions. The act of a majority of Advisory Board members present at any meeting at which a quorum is present shall be the act of the Advisory Board, unless the act of a greater number is required by law.

Section 3.12 Resignation. Any Advisory Board member may resign at any time by delivering a written resignation to the President or the Secretary. The acceptance of any such resignation, unless required by the term thereof, shall not be necessary to make the same effective.

Section 3.13 Removal of Advisory Board Members. Any Advisory Board member may be removed, either with or without cause, at any time, by a vote of a majority of the total number of Advisory Board members and subsequent approval by the HRDC Board of
Directors. Notice of proposed removal of an Advisory Board member must be placed on
the agenda one meeting prior to the meeting at which the action to recommend removal
will be taken. A vacancy on the Advisory Board caused by any such removal shall be
filled in the manner provided in these Bylaws. Cause for removal may include absence
from three (3) or more consecutive meetings of the Board without reasonable
explanation; failure to meet the criteria for membership; or action which brings discredit
to the organization.

Section 3.14 Vacancies. Any vacancy occurring in the Advisory Board and any
membership to be filled by reason of an increase in the number of Advisory Board
members shall be filled by the HRDC Board of Directors upon recommendation of the
Advisory Board. An Advisory Board member appointed to fill a vacancy shall serve for
the unexpired term of the member being replaced.

Section 3.15 Compensation. Advisory Board members as such shall not receive any
stated salaries for their services. Nothing herein contained shall be construed to preclude
any Advisory Board member from serving the organization in any other capacity and
receiving compensation therefore. The Advisory Board may recommend employment of
such personnel or contracted services as it deems necessary to the HRDC Board of
Directors. The HRDC Board of Directors may authorize the payment of salaries and
expenses or contracted services as it deems necessary.

Section 3.16 Proxies. Proxies shall not be allowed or used.

ARTICLE IV
OFFICERS

Section 4.1 Election and Term of Office. The Advisory Board shall elect the Officers
from among themselves annually. Officers shall hold office until his/her successor shall
have been duly elected.

Section 4.2 Resignation. Any Officer may resign at any time by delivering to the
resident or the Secretary a written resignation. Acceptance of any such resignation,
unless required by the terms thereof, shall not be necessary to make the same effective.

Section 4.3 Removal. Any Officer elected or appointed by the Advisory Board may be
removed either with or without cause by a two-thirds (2/3) vote of the Advisory Board at
a regular or special meeting of the Board whenever in its judgment the best interests of
the Advisory Board would be best served thereby.

Section 4.4 Vacancies. A vacancy in any office because of death, resignation, removal,
disqualification, or otherwise, may be filled by the Advisory Board for the unexpired
portion of the term of the member being removed.

Section 4.5 President. The President shall preside at all meetings of the Advisory Board
and shall have such other powers and duties not inconsistent with these Bylaws as may be
assigned to such person from time to time by the HRDC Board of Directors and as
provided by applicable law.

Section 4.6 Vice President. The Vice President shall preside at all meeting in the
absence of the President and shall have such other powers and duties not inconsistent
with these Bylaws as may be assigned to such person from time to time by the HRDC Board of Directors.

Section 4.7 Secretary. The Secretary shall be custodian of all records and documents of the Advisory Board, shall keep the minutes of all meetings of the Advisory Board, and in general, shall perform all other duties not inconsistent with these Bylaws as are incidental to the office of Secretary, or as may from time to time be determined by the HRDC Board of Directors.

Section 4.8 Other Officers. This Advisory Board may have such other Officers and agents as may be deemed necessary by the HRDC Board of Directors, who shall be appointed in such manner, have such duties, and hold their offices for such terms as may be determined by resolution of the HRDC Board of Directors.

Section 4.9 Compensation. The Officers and Directors of this Advisory Board may be paid such reasonable compensation for their services rendered to this Advisory Board in such capacities and be reimbursed for such reasonable expenses necessarily incurred by them in rendering such services as the HRDC Board of Directors may from time to time determine to be directly in furtherance of the purpose of, and in the best interests of, this Organization.

ARTICLE V
CONTRACTS, CHECKS, DEPOSITS AND GIFTS

Section 5.1 Contracts. The Advisory Board may recommend to the HRDC Board of Directors to enter into any contract or execute and deliver any instrument in the name of and on behalf of the HRDC in furtherance of the objectives of the RTCC.

Section 5.2 Funds. All funds designated in support of the RTCC shall be deposited in such banks or trust companies as the HRDC Board of Directors shall designate, and shall be accounted for in a manner consistent with HRDC financial management protocols. Disbursements, as recommended by the RTCC and approved by the HRDC Board of Directors, shall be withdrawn upon the order of the HRDC Executive Director.

Section 5.3 Gifts. The HRDC Board of Directors may accept on behalf of the Advisory Board, at its discretion, any contribution, gift, bequest, or devise for any purpose of the RTCC.

ARTICLE VI
BOOKS AND RECORDS

The HRDC shall keep correct and complete books and records of account and shall also keep minutes of the proceedings of its Advisory Board, and shall keep at the principal office a record giving the names and addresses of the members entitled to vote. All books and records of the Advisory Board may be inspected by any member, or any member’s agent or attorney, for any proper purpose at any reasonable time.

ARTICLE VII
FISCAL YEAR
The fiscal year of the Organization shall be July 1 through June 30.

ARTICLE VIII
WAIVER OF NOTICE

Whenever any notice whatsoever is required to be given by these Bylaws or any of the corporate laws of the State of Minnesota, such notice may be waived in writing, signed by the person or persons entitled to such notice, whether before, at, or after the time stated therein or before, at or after the meeting.

ARTICLE IX
AMENDMENTS

Amendments, additions, or repeal of the Bylaws shall require the affirmative vote of two-thirds (2/3) of the full Advisory Board at a duly convened Board meeting and subsequent approval by the HRDC Board of Directors. All Advisory Board members must receive two (2) weeks’ notice of such meeting, specifying the changes being considered and the date, time, and place of the meeting. Any amendments, additions, or repeals of the Bylaws by the Board of Directors must be approved by the Board of the Headwaters Regional Development Commission.

CERTIFICATE

The undersigned Secretary of the above Organization hereby certifies that the Bylaws set forth above are the Bylaws of the Organization in full force and effect as of July 1, 2019, as ratified by the Headwaters Regional Development Commission.

Advisory Board Chair: ___________________________

Date: ___________________________

HRDC Board Chair: ___________________________

Date: ___________________________
Appendix B: Headwaters Regional Transportation Coordinating Council Membership

Maximum of 15 Members
Any combination of groups listed below
Attempt Min. 2 Rep from Each County
1 HRDC Commission Member

- Public Transit Provider
- Workforce Development
- Senior Service
- Social Service
- Student /Youth
- Private Transportation Provider
- Veterans Representative
- Disability Representative
- Government Official
- Street/Highway Department
- Transportation User
- Low Income
- HRDC Member
- Native American
- Healthcare
Appendix C: Public Participation Plan

WHY PUBLIC ENGAGEMENT
The Headwaters Regional Transportation Coordinating Council (HRTCC) believes public engagement encourages open communication between the council and community. It also allows for encourages public feedback in the decision-making process. This document details the HRTCC’s public engagement policy.

WHO IT INVOLVES
Procedures and policies under this document applies to any HRTCC regular or special meeting and informational sessions. All coordinating council members and mobility managers agree follow the public engagement plan.

WHEN TO APPLY PROCESS
The HRTCC will provide a 30-day public notice for any regular scheduled meetings. Reasonable public notice will be given for any special meetings.

Extensive public engagement will be required before any meeting that is anticipated to have a quorum of voting members or when discussion will involve significantly impacted a special population. Special populations include low income, disabled, elderly, minorities, and students.

PUBLIC COMMENTS
Members of the public will be encouraged to provide feedback at all HRTCC gatherings. Plenty of time will be allowed at publically advertised meetings for public participation. Additionally, any external communication will provide contact information to reach the coordination council should the public have any questions, concerns, or comments.

LOCATION REQUIREMENTS
The default location for HRTCC meetings will be at the Headwaters Regional Development Commission in Bemidji. However, attempts will be made to rotate scheduled meetings periodically to other locations within the HRTCC service area. Every site shall be easily reachable by the public during meeting time and will be handicap accessible.

OUTREACH EFFORTS
Regular meetings of the HRTCC will be broadly promoted utilizing a variety of media. HRTCC will maintain a list of interested persons and electronically notify those persons about all upcoming meetings and updates. If available, any meetings will be posted on either the HRDC or RTCC websites, social media accounts, or other electronic communications. When deemed appropriate, the HRTCC will submit press releases about the organization’s activities.

If any meeting or proposed activity will have a significant impact on a special population, every effort will be made to contact representative organizations of the affected group.
Every HRTCC meeting will require staff and visitors to document their attendance on a sign-in sheet. Basic information will include name, contact info, gender, age group, and race. This information will be kept on file for a minimum of one year.

The HRTCC will keep a log of any complaints regarding the public engagement process which will be available for public review. Complaints will be investigated within a timely manner by the HRTCC and if necessary other agencies. The HRTCC will provide information to the complainant on the investigation and corrective actions.

**REVISIONS TO THE PLAN**

Any amendments to this policy requires a majority vote of the HRDC Board following recommendation from the HRTCC Advisory Board. This policy will also be extensively reviewed and if necessary every revised every 3 years. Any proposed changes to the public engagement process must be presented to the general population a minimum of 30 days before board approval.

### Appendix D: Limited English Proficiency Plan

**Plan Statement**

The Headwaters Regional Transportation Coordinating Council (HRTCC) will use this plan as a guide to provide meaningful access to transportation providers and customers with Limited English Proficiency (LEP). In accordance with federal and state guidelines, the HRTCC will make reasonable efforts to provide or arrange free language assistance for its LEP clients when needed.

**Who Has Access to Assistance**

A person who does not speak English as their primary language and/or who has limited ability to read, write, speak or understand English is considered a LEP individual and is entitled to language assistance with respect to the Headwaters Regional Transportation Coordinating Council.

**Local Limited English Proficiency Demographics**

According the 2017 American Community Survey, only 1% of people in HRTCC’s service area is considered to have Limited English Proficiency. The two most common non-English languages in the region are Spanish and Native American dialects, including Ojibwa. Map 1 in this document displays locations within the region which has the largest percentage of non-English speakers. However, LEP peoples also includes those that read and/or comprehend the English language at or below a fifth grade level and not displayed on the included map.

**Meaningful Access**

If a client asks for language assistance, and HRTCC determines the client is an LEP person and language assistance is necessary, the agency will make reasonable efforts to provide
free assistance. Reasonable steps may cease to be reasonable if costs imposed substantially exceed benefits.

**Interpretation Process**

Language assistance includes **interpretation** (oral or spoken transfer of a message from one language to another) and **translation** (written transfer of a message from one language to another). Options to obtain LEP assistance is not limited to be includes:

1) Use Of Interpretation Resources At Bemidji State University
2) Use Of Interpretation Resources at Local Tribal Colleges
3) Staff From Local Human Service Agencies
4) Calling Of A Language Assistance Line at 1-800-752-6096
5) Editing Documents To A Standard 5th Grade Reading Level

**The LEP Plan will be:**

1. Part of the Headwaters Regional Transportation Coordinating Council Operating Plan
2. Available upon request at the Headwaters Regional Development Commission office
3. Reviewed and if necessary updated on a yearly basis by the HRTCC