



Heart of Texas Council of Governments

Regional Public Transportation
Coordination Plan: Interim Plan



HEART OF TEXAS
COUNCIL OF GOVERNMENTS

February 2026





Executive Summary

Introduction

Development of a Regional Public Transportation Coordination Plan (RPTCP) is a federal and state requirement. Such a plan must be developed/updated every five years, and is intended to identify and prioritize new and expanded opportunities and strategies for transportation coordination.

The Texas Department of Transportation (TxDOT) views plan development as a “blueprint and a toolbox for implementing new and expanded instances of coordination that result in new efficiencies. In turn, these efficiencies are used to expand existing services or introduce new services that close the gap of unmet need among transit-dependent populations.”

Often additional funding may be required to implement new and/or expanded coordination projects or strategies. Key among these is FTA Section 5310 (Enhanced Mobility of Seniors and Individuals with Disabilities). However, such coordination projects or strategies cannot be funded using Section 5310 funds unless they first appear in the RPTCP. Other funding sources, such as TxDOT’s biennial Coordinated Call, may be used for pilot projects.

Planning for the Heart of Texas Region

The Lead Coordination Agency for TxDOT Planning Region 11 (Heart of Texas), which includes Bosque, Falls, Freestone, Hill, Limestone, and McLennan counties, is the Heart of Texas Council of Governments (HOTCOG).

Established in 1966, the Heart of Texas Council of Governments is an organization of local governments working together voluntarily to solve mutual problems and plan for the future of the six-county area. HOTCOG currently includes more than 80 member governments including counties, cities, school districts, community colleges, and special districts.

In preparing the RPTCP or a Plan update, TxDOT requires a locally organized Regional Coordination Committee (RCC) as the administering entity. The Heart of Texas Regional Transportation Advisory Committee serves as the RCC, and includes representatives from a variety of stakeholder organizations throughout the six-county region. At the time of the preparation of this Plan, the RCC included representatives from 39 entities. A full list of RCC members, along with the committee’s Vision, Mission, and Bylaws, is included in Chapter 1.

Public Engagement

While public engagement is an important component of any transportation planning project, it is absolutely essential for the development of a RPTCP. Given the goals, strategies, and projects arising from this Plan must be reflective of transportation needs and service gaps, extensive outreach must be conducted in order to accurately capture those needs and gaps. As the target populations for this Plan may be difficult to engage individually, outreach to stakeholders provides broader representative feedback as those organizations advocate for the needs of the populations they serve.



Target audiences

There are three target audiences for this RPTCP or Coordination Plan:

- Community stakeholders,
- Transportation providers (who are, by definition, also stakeholders), and
- Individual members of identified populations (a sub-set of the community at-large):
 - Seniors,
 - Persons with disabilities
 - Low-income residents,
 - Zero-car households,
 - Youth,
 - Residents with limited English proficiency,
 - Veterans,
 - Clients of workforce agencies, and
 - Employment/job seekers.

RCC meetings/workshops

HOTCOG's Regional Coordination Committee has been active since the development of the prior Coordination Plan in 2022. Regular meetings of the RCC included assessment of the Coordination Plan's progress. Individual RCC members also periodically participated in biweekly project status meetings with the consultant team. To complement these efforts, two in-person workshops provided the opportunity for in-depth discussion and direction at key points in the Plan's development. The first workshop was held on January 15, 2026 during the RCC's regularly scheduled meeting. This workshop focused on prioritizing mobility needs and service gaps and the development of a methodology for prioritizing coordination strategies and projects. The second, to be held during the June 2026 RCC meeting, will review goals and strategies developed to address the mobility needs and service gaps, including prioritization of proposed projects.

Pop-up events

Pop-up events offer an informal approach and help engage community members where they already are. They can help overcome transportation barriers for individuals who may not be able to attend a scheduled focus group. These events can be hosted in high foot-traffic areas such as transit centers, grocery stores, social service offices, and libraries. Additionally, partnerships with community stakeholders may present further location opportunities or allow for collaboration by aligning with existing community events.

Thirteen in-person pop-up or tabling events were hosted throughout the six-county project area during the week of October 20, 2025. These events were held at stakeholder locations in different communities to maximize access for the target populations. The final locations included senior centers, stakeholder offices, public libraries, and county or municipal facilities, etc. Interpretation was provided upon request. The community survey was promoted and made available at each pop-up event. A summary of each event is contained in Chapter 2.



Events were held in the following locations:

- Bosque County: Valley Mills, Walnut Springs
- Falls County: Golinda
- Freestone County: Fairfield, Teague
- Hill County: Hillsboro (2)
- Limestone County: Groesbeck, Mexia
- McLennan County: Waco (3)

Stakeholders and transportation providers

Each identified stakeholder received an invitation to participate in the Coordination Plan process by completing the stakeholder questionnaire, which was initially distributed by email. Up to three outreach attempts were made (generally by email and phone) to each stakeholder. Stakeholders not completing the survey online had the opportunity to submit a scanned hard copy of the survey or complete the survey over the phone.

Stakeholders who fell into the transportation provider category were also invited to complete a separate transportation provider survey. Similar to the stakeholder survey process, multiple attempts were made to obtain a completed survey. Stakeholders also had the option of submitting additional documents (such as fleet inventories or service schedules) along with their completed surveys.

Stakeholder Survey

In September 2025, a self-administered survey was distributed to nearly 300 community stakeholders. The stakeholder engagement included outreach to a wide array of organizations including public, private, and non-profit transportation providers; human services providers; healthcare organizations; advocates of individuals with disabilities, seniors, low-income and unhoused persons, and veterans; workforce agencies; educational institutions; and faith-based organizations. A list of participating stakeholders is provided in Chapter 2.

Summary of key findings:

- “Government” accounted for more than half (50.5 percent) of all survey respondents.
- Most common core functions included education (21.1 percent), information/referral (21.1 percent), City or County government/services (17.8 percent), social services (13.3 percent), and healthcare (general) (13.3 percent).
- With respect to “client/member base”, organizational size varied considerably, with one-quarter citing 100 to 149 individuals and 22.8 percent citing 1,000 to 4,999 individuals.
- Four demographic cohorts stood out with respect to populations served: “older adults” (67 percent), “low-income individuals” (62 percent), “non-ambulatory adults with a physical disability” (49 percent), and “ambulatory adults with a physical disability” (48 percent).
- Respondent organizations serve individuals in all six counties within the project area. The two counties with the highest number of responses were Hill (34.3 percent) and McLennan (30.3 percent).
- Twenty percent of respondents directly transport clients while 37.8 percent provide no transportation service or support, either directly or indirectly.



- With respect to other forms of transportation assistance, 36.7 percent refer clients to transportation guides or websites and 23.3 percent provide transportation guides or schedules, while an additional 22.2 percent use 211 Texas to provide their clients with transportation information.
- Respondents indicated having clients who encounter challenges (ranging from “sometimes” to “often”) accessing four relatively common travel destinations: medical (64.6 percent), shopping (51.2 percent), work and/or school (46 percent), and veterans’ services (44 percent).
- Lack of knowledge about available services and/or how to use them represented one of the most common barriers to use of public transportation.
- The most significant challenges respondents cited with respect to providing transportation services were lack of transportation services in the areas served (39.1 percent), lack of operating funding (27.5 percent), insufficient staffing (23.2 percent), and lack of capital funding (vehicle purchases) (21.7 percent). More than 39 percent of stakeholders said transportation was not part of their organization’s core mission.
- Stakeholder organizations are most interested in learning about or participating in coordinated outreach/public engagement (23.8 percent).

Community Survey

A 17-question survey was designed to capture a basic profile of the respondent (e.g., age, preferred language, presence of disability impacting mobility), current mobility behavior and patterns, perceived transportation barriers to accessing day-to-day activities (e.g., work, shopping, healthcare, etc.), and identification of potential motivators/enhancements which could impact/influence future use of the current or enhanced regional transportation network.

The community survey was available August 18 through October 30, 2025. In total, 261 valid responses were received. The survey was available online via the bilingual project webpage and at community events throughout the project area.

Key takeaways:

- Survey participation was spread across all six counties with the greatest participation in McLennan county. This is not surprising given McLennan county is home to Waco, the city with the largest population.
- The RPTCP is particularly focused on the mobility needs of historically transportation-disadvantaged individuals including older adults, low-income individuals, and persons with disabilities. While there was some duplication across these demographic cohorts, 37.9 percent self-identified as age 65 or older, 30.3 percent as low-income, and 21.1 percent as having a disability which impacts their mobility.
- Nearly 72 percent of respondents who indicated what types of transportation they used noted driving their own vehicle, while 26.5 percent indicated reliance on family and/or friends. Nearly one-quarter indicated reliance on public transit/transportation.
- Public transit ridership was spread across Waco Transit (50 percent), HOTRTD Blue (40.9 percent), and McLennan Rural Transit (22.7 percent).
- Nearly 40 percent identified a lack of transportation as a barrier to accessing common day-to-day activities, the most common being access to healthcare.



- The most commonly cited transportation challenges were a lack of transportation service to the desired destination, lack of knowledge about how to get/obtain information about transportation services, and transportation services not being available when riders need to travel.
- Travel between an individual's home community and areas within the six-county region was the most frequently cited challenge (28.1 percent of those who indicated having trouble making some types of trips). Specified locations included McLennan, Hill, and Limestone counties.
- Challenges specific to accessing healthcare was the most commonly cited transportation need.
- In terms of travel outside the six-county region, access to destinations in the Dallas/Fort Worth metroplex was (by far) the most frequently cited need. The most common trip purpose for out-of-area trips was healthcare.

Summary of Observations and Findings from Public Engagement

Throughout the community and stakeholder engagement, the project team encountered several reoccurring themes with respect to transportation challenges. The following is a list of key take-aways based on stakeholder and community survey responses, conversations with individuals and stakeholders, and discussions with HOTCOG staff and the RCC.

1. The most frequently-cited issue was a lack of available transportation service in the rural counties (Blue Transit service area) including:
 - Requested trips were unable to be booked due to a lack of capacity.
 - While Blue Transit officially provides service into the surrounding counties, many out-of-area trips are denied because there is no driver available to make this trip.
 - Some scheduling decisions do not seem to make sense.
 - Having Blue Transit operations centralized in Waco makes it harder to serve rural areas.
2. There are significant challenges associated with traveling out of the six-county region. While neighboring counties are technically served by Blue Transit, the ability to provide those trips is restricted by driver availability, especially under the agency's reduced budget.
3. There were numerous comments about insurance-provided transportation being unreliable, including leaving riders stranded. However, most Medicaid trips are provided by a broker, and decisions about service are out of the hands of the public transportation providers.
4. There appears to be a significant knowledge gap regarding the Blue Transit service, including the type of trips it can be used for and who can use it.
5. There is confusion/frustration about travel into Waco, as travel beyond the initial destination must be made via Waco Transit. Many riders do not appear comfortable with this.
6. The impact of these transportation gaps, including missed healthcare appointments, lack of access to jobs and education, inability to get essential supplies, missed probation reporting, etc., have real and significant impacts on people's lives, more than just not being able to go somewhere.
7. Access to medical providers is often determined by which one they can get transportation to.
8. Despite the issues, there have been some successes. Coordination between Blue Transit and veterans' transportation was able to ensure veterans traveling from the VA facility in Temple would have a connection to return to their homes in the rural area.
9. There is some desire for earlier morning/afternoon service on weekdays and service on weekends, which could provide more options for doctor appointments as well as enable access to jobs and school. Weekend service could provide an opportunity for shopping and other activities.



10. One stakeholder noted there is a gap for transportation through the insurance provider. For non-emergent appointments, the ride must be scheduled 72 hours ahead. If an appointment is inside that time frame, the client has to call for an ambulance even though it's not an emergency.
11. Long wait times are a concern for some clients, especially those who are elderly. Others, such as veterans with PTSD or anxiety, have trouble with the environment onboard the bus.
12. There is a lack of bus shelters and/or seating at Waco Transit stops, especially in East Waco. Since the routes operate on an hourly basis, longer waits may be required, which can be uncomfortable when there is no shade. (Though it should be noted that Waco Transit allows flag stops, and as such not all potential stops have amenities.)
13. Cost is a concern for some clients, and stakeholder organizations cannot always help.
14. Stakeholders are primarily interested in coordinated outreach and public engagement.
15. Lack of funding appears to be a significant challenge. Blue Transit's budget was reduced this year, and many of the stakeholders do not have any funding available for transportation.
16. While many individuals rely on driving a personal vehicle, there were a number of seniors who indicated they did not like driving into Waco or were cognizant that they were approaching a time in their lives when they might need other transportation options.

Geographic Area Assessment

The Geographic Area Assessment provides geographical context for the project area. It considers the physical location of counties and communities and key trip generators located therein, commute characteristics, primary highways and interstates, and cities located just outside the region's boundaries. Included within Chapter 3 are:

- A map of the Heart of Texas region.
- Methodology for identifying key trip generators.
- Lists of trip generators within each county and one or more maps illustrating the locations of those trip generators.
- Maps identifying job densities within each county.
- Maps identifying commute locations for workers living within each county.

Demographic Area Assessment

The Demographic Area Assessment is a useful tool to identify population growth and areas of high latent transportation demand. Chapter 3 includes demographic tables for the region as a whole as well as each individual county. This data helps to visualize population densities by target population and population changes.

Nearly 70 percent of the project area's population resides in McLennan County, and nearly 80 percent resides within the Waco Metropolitan Area. Youth under age 18 comprise nearly a quarter of residents, while seniors age 65 and older make up just under 17 percent.

Nearly 15 percent of residents in the region have a disability. More than 16 percent of residents live below the federal poverty level.



Fewer than nine percent of residents are considered limited English proficient (LEP), although nearly 18 percent speak a language other than English at home. Spanish is the most common non-English spoken language.

Transportation Services Assessment

The Transportation Services Assessment provides information about transportation providers in the region. A transportation provider is defined as an entity that operates or contracts for such a service, purchases service from another agency, or provides a subsidy to a rider. Data was obtained through a transportation provider survey, individual transportation provider websites, phone calls, and NTD Transit Agency Profiles.

There are three public transportation providers operating in the region. The Heart of Texas Council of Governments operates Blue Transit, which serves five rural counties (Bosque, Falls, Freestone, Hill, and Limestone). The Waco Transit System provides service within the Waco Urbanized Area. It also operates McLennan Rural Transit, which serves the non-urbanized portions of McLennan County. Additional transportation service is provided by social service providers and private non-profit and for-profit companies.

Chapter 5 includes information about the transportation providers, including fixed-route and service area maps, fare tables, service parameters, eligibility requirements, operating data, and contact information. In addition, transportation providers responding to the transportation provider survey were also asked to provide their perceptions of unmet transportation needs and most needed coordination efforts. Chapter 5 also details mobility management and other transportation support provided by organizations in the region.

Transit Needs Index and Maps

The Transit Needs Index (TNI) uses weighted demographic data to identify where transportation needs are more pronounced. Demographic data used in the TNI includes older adults (age 65 and older), individuals with a disability, persons living below the federal poverty level, and households lacking access to a personal vehicle. Demographic data from the American Community Survey, 2023 five-year estimates, for each census tract within each county in the HOTCOG region was utilized in developing the Transportation Needs Index.

Census tract maps for each county are provided, along with a narrative description of the location of each *high* or *very high transportation need* census tract. These maps, along with individual tables detailing the TNI calculations for each census tract, are provided in Chapter 6.

For the *high* and *very high transit need* census tracts located in the rural counties (Bosque, Falls, Freestone, Hill, and Limestone), transit service is available to the general public through Blue Transit. While there may be issues with capacity, especially for out-of-county trips, the service is available.

In McLennan County, areas within the Waco Urbanized Area are eligible to be served by Waco Transit, while those outside of the urbanized area are served by McLennan Rural Transit. Most of the census tracts



located within the Waco Urbanized Area are service in some capacity by Waco Transit, either via a fixed route or through Demand-Response service.

After reviewing the *high* and *very high transit need* census tracts, all of these areas are currently served by public transportation. As a result, no new service is warranted absent the identification of previously unidentified demand.

Transportation Needs and Service Gaps

Nearly all of the transportation needs identified within this Plan can be addressed as part of four core needs: Increased funding for operations, coordination with neighboring jurisdictions, lower fares, and increased outreach and engagement.



Exhibit ES.1 Summary of transportation needs

Core Need	Specific need	Impact	What addressing the need looks like
Increased funding for operations	Service capacity	Dependent on the number of vehicles and drivers available to provide service	Bosque, Falls, Freestone, Hill, and Limestone counties: Intra-county and inter-county trips within the primary service area can be provided as needed or on a reasonable schedule. (Local/Regional)
			Bosque, Falls, Freestone, Hill, and Limestone counties: Inter-county trips outside the primary service area can be provided as needed or on a reasonable schedule. (Regional)
			Waco/McLennan County: There are enough drivers to provide the scheduled service. (Local)
	Service reliability	Rides are available when and where the rider needs to travel; highly dependent upon adequate service capacity	Bosque, Falls, Freestone, Hill, and Limestone counties: Riders can reasonably expect to be able to use public transportation to meet their mobility needs for intra-county and inter-county trips within the primary service area. (Local/Regional)
			Bosque, Falls, Freestone, Hill, and Limestone counties: Riders can reasonably expect to be able to use public transportation to meet their mobility needs for inter-county trips outside the primary service area. (Regional)
	Weekend service	Enables riders in rural communities to access essential shopping, etc.	Bosque, Falls, Freestone, Hill, and Limestone counties: Intra-county and inter-county trips within the primary service area can be provided on weekends as needed or on a reasonable schedule. (Local/Regional)



Core Need	Specific need	Impact	What addressing the need looks like
Coordination with neighboring jurisdictions	Service capacity	Travel outside of the primary service area could be coordinated with a partner agency to optimize vehicle/driver use	Bosque, Falls, Freestone, Hill, and Limestone counties: Inter-county trips outside the primary service area could be provided through transfer to a neighboring jurisdiction’s transportation provider. (Regional)
			McLennan County: Inter-county trips outside the primary service area could be provided through transfer to a neighboring jurisdiction’s transportation provider. (Regional)
Lower fares	Affordability	While transit fares throughout the project area are reasonable, they are still too high for some members of target populations	Bosque, Falls, Freestone, Hill, and Limestone counties: Subsidies for low-income riders are provided through a grant or partnerships with local stakeholders. (Local/Regional)
			Waco/McLennan County: Subsidies for low-income riders are provided through a grant or partnerships with local stakeholders. (Local)
Increased outreach and engagement	Raising awareness among target populations	Increases awareness of transportation options and addresses misperceptions	Bosque, Falls, Freestone, Hill, and Limestone counties: Individuals within target populations in the rural counties are aware of the transportation options available to them for intra- and inter-county travel. (Local)
	Travel training	Teaches individuals how to use the available transportation options	Bosque, Falls, Freestone, Hill, and Limestone counties: Members of target populations in the rural counties understand how to access the available transportation options. (Local)
	Engagement with stakeholders	Seeks coordination and partnerships with stakeholders serving the same target populations	Bosque, Falls, Freestone, Hill, and Limestone counties: Stakeholders (including cities, counties, social service providers, etc.) play an active role in supporting access to transportation. (Local/Regional)
McLennan County: Stakeholders (including cities, counties, social service providers, etc.) play an active role in supporting access to transportation. (Local)			



Core Need	Specific need	Impact	What addressing the need looks like
Increased outreach and engagement (continued)	Better communication of transportation provider service information	Reduces confusion by clarifying service days/times and policies	Bosque, Falls, Freestone, Hill, and Limestone counties: Comprehensive service information (including service days and times, fares, and policies) is available through multiple formats, including online and in print, as well as in Spanish. (Local/Regional)
			McLennan County: Comprehensive service information (including service days and times, fares, and policies) is available through multiple formats, including online and in print, as well as in Spanish. (Local)



Goals, Strategies, and Projects

[This chapter will be added after completion of the Interim Plan, during the second half of Plan development.]

Description of Prioritization/Rating Methodology

During RCC Workshop #1 on January 15, 2026, participants were asked to rank the 16 transportation needs identified in Technical Memos #1 and #2 (provided herein in Chapters 2 and 5) as *low*, *medium*, or *high* priority. The purpose of this exercise was to guide the subsequent development of the goals, strategies, and projects.

All results were tallied and a mean rating was calculated for each need. The following rating scale was used to rank each need based on the mean rating as *low*, *medium*, or *high* priority.

- Low: 1.00 to 1.69
- Medium: 1.70 to 2.39
- High: 2.40 to 3.00



Exhibit ES.2 Summary of transportation priorities

Rank	Mean Rating	Score	Need
1	3.00	High	Reliable access to transportation for intra- and inter-county trips (within the primary service area) within the five rural counties. (#4)
2	2.94	High	Greater awareness of transportation options within the five rural counties. (#11)
3	2.88	High	Increased partnerships with and support for transportation from stakeholders in the five rural counties. (#13)
4	2.81	High	Improved access to comprehensive service information for persons in the five rural counties. (#15)
5 (tie)	2.71	High	Greater service capacity for intra- and inter-county trips (within the primary service area) within the five rural counties. (#1)
5 (tie)	2.71	High	A sufficient number of qualified transit drivers to serve Waco and McLennan county. (#3)
6 (tie)	2.56	High	Increased partnerships with and support for transportation from stakeholders in rural McLennan County. (#14)
6 (tie)	2.56	High	Improved access to comprehensive service information for persons in rural McLennan County. (#16)
7	2.38	Medium	Coordinated service between other transportation providers for service outside of the primary service area for the five rural counties. (#7)
8	2.25	Medium	Greater access to travel training for persons in the five rural counties. (#12)
9 (tie)	2.19	Medium	Reliable access to transportation for inter-county trips outside of the primary service area within the five rural counties. (#5)
9 (tie)	2.19	Medium	Coordinated service between other transportation providers for service outside of McLennan County. (#8)
10	2.13	Medium	Weekend service for intra- and inter-county trips (within the primary service area) within the five rural counties. (#6)
11	2.00	Medium	Greater service capacity for inter-county trips outside of the primary service area within the five rural counties. (#2)
12	1.25	Low	More affordable transit fares for travel within the rural counties. (#9)
13	1.00	Low	More affordable transit fares for travel within Waco and McLennan County. (#10)



In addition to prioritizing the transportation needs identified through outreach to the community and transportation providers, RCC Workshop #1 included a discussion of the criteria the committee would like to use for prioritizing the projects and strategies that would be developed in the second half of the project.

The RCC ultimately selected four primary criteria. In order of importance, they were:

1. Works within existing funding available
2. Identifies new funding
3. Improves regional transportation network/coordination
4. Effective communication

Following the meeting, the project team developed a scoring matrix for future projects and strategies. Using the methodology shown below, each project/strategy will receive a score between 0 and 20.

Criterion	Max points
Works within existing funding	5
Identifies new funding	5
Improves regional transportation network/coordination	4
Improves access to information/communication	3
Improves access to transportation services	2
Addresses a project goal/need	1
Total possible points	20

Documentation of Priorities

[This chapter will be added after completion of Technical Memorandum #3, during the second half of Plan development.]

Plan Approval

[This chapter will be added after the Draft Final Plan undergoes a public review period.]



Table of Contents

Executive Summary..... i

 Introduction..... i

 Planning for the Heart of Texas Region..... i

 Public Engagement i

 Geographic Area Assessment.....vi

 Demographic Area Assessmentvi

 Transportation Services Assessment.....vii

 Transit Needs Index and Maps.....vii

 Transportation Needs and Service Gapsviii

 Goals, Strategies, and Projects.....xii

 Description of Prioritization/Rating Methodologyxii

 Documentation of Priorities.....xiv

 Plan Approval.....xiv

Chapter 1 | RPTCP Content and Organization..... 1

 Lead Agency Description and Contact..... 1

 RCC Representatives List..... 1

 RCC Vision, Mission, and Bylaws 2

Chapter 2 | Public Outreach and Community Engagement 7

 Public Outreach Plan..... 7

 RCC and Stakeholder Meetings..... 14

 Summary of Pop-Up Events 15

 Stakeholder Survey 22



Community Survey..... 31

Summary of Observations and Findings from Public Engagement 37

Chapter 3 | Geographic Area Assessment40

Heart of Texas Region 40

Area Trip Generators and Methodology 41

Commute Data..... 41

Chapter 4 | Demographic Area Assessment 70

Heart of Texas Region 70

Bosque County..... 71

Falls County 72

Freestone County 73

Hill County 74

Limestone County..... 75

McLennan County..... 76

Chapter 5 | Transportation Services Assessment 77

Transportation Service Profiles 77

Public Transportation Providers..... 77

Social Service Transportation Providers..... 88

Private Transportation Providers 90

Other Transportation Providers 91

Other Transportation Assistance 92

Chapter 6 | Transportation Needs and Gaps Assessment..... 94

Transit Needs Index and Maps..... 94

Summary of Area Transportation Needs/Gaps and Methodology 111

Chapter 7 | Goals, Strategies, and Projects..... 116



Documentation of Goals and Strategies..... 116

Chapter 8 | Priorities 117

 Description of Prioritization/Rating Methodology 117

 Documentation of Priorities..... 120

Chapter 9 | Plan Approval..... 121

 Documentation of Individuals Included in Plan Adoption 121

 Steps Completed for RPTCP Adoption..... 122

 Signature Page..... 123

Appendix A | Stakeholder List..... 124

Appendix B | RCC Meeting and Workshop Materials 127

Appendix C | Public Engagement and Outreach Materials 148

Appendix D | Stakeholder Survey 163

Appendix E | Community Survey 181

Appendix F | Transportation Provider Survey..... 193



Table of Exhibits

Exhibit ES.1 Summary of transportation needs ix

Exhibit ES.2 Summary of transportation prioritiesxiii

Exhibit 2.1 Stakeholder survey instrument..... 26

Exhibit 2.2 Community survey instrument (English)..... 33

Exhibit 2.3 Community survey instrument (Spanish)..... 35

Exhibit 3.1 Map of Heart of Texas Region..... 40

Exhibit 3.2 Bosque County trip generators 43

Exhibit 3.3 Bosque County job density 44

Exhibit 3.4 Bosque County work destinations 44

Exhibit 3.5 Bosque County commute distance 45

Exhibit 3.6 Bosque County work inflow/outflow 45

Exhibit 3.7 Falls County trip generators 47

Exhibit 3.8 Falls County job density 48

Exhibit 3.9 Falls County work destinations 48

Exhibit 3.10 Falls County commute distance 49

Exhibit 3.11 Falls County work inflow/outflow 49

Exhibit 3.12 Freestone County trip generators..... 51

Exhibit 3.13 Freestone County job density 52

Exhibit 3.14 Freestone County work destinations 52

Exhibit 3.15 Freestone County commute distance 53

Exhibit 3.16 Freestone County work inflow/outflow..... 53

Exhibit 3.17 Hill County trip generators..... 55

Exhibit 3.18 Hill County job density 56

Exhibit 3.19 Hill County work destinations 56

Exhibit 3.20 Hill County commute distance 57

Exhibit 3.21 Hill County work inflow/outflow 57

Exhibit 3.22 Limestone County trip generators 60

Exhibit 3.23 Limestone County job density..... 61

Exhibit 3.24 Limestone County work destinations..... 61

Exhibit 3.25 Limestone County commute distance 62

Exhibit 3.26 Limestone County work inflow/outflow 62

Exhibit 3.27 McLennan County trip generators 66

Exhibit 3.28 McLennan County generators – Waco area 67

Exhibit 3.29 McLennan County job density..... 68

Exhibit 3.30 McLennan County work destinations 68

Exhibit 3.31 McLennan County commute distance 69

Exhibit 3.32 McLennan County work inflow/outflow 69

Exhibit 4.1 Heart of Texas Region demographics..... 70



Exhibit 4.2 Bosque County demographics 71

Exhibit 4.3 Falls County demographics 72

Exhibit 4.4 Freestone County demographics 73

Exhibit 4.5 Hill County demographics 74

Exhibit 4.6 Limestone County demographics..... 75

Exhibit 4.7 McLennan County demographics 76

Exhibit 5.1 Blue Transit service area 78

Exhibit 5.2 McLennan Rural Transit service area 81

Exhibit 5.3 McLennan Rural Transit commuter routes 81

Exhibit 5.4 Waco Transit system map 84

Exhibit 5.5 Waco Transit ADA Paratransit/Demand-Response service area 85

Exhibit 5.6 Waco Transit Micro Dash service zones..... 86

Exhibit 5.7 Baylor University Shuttle system map 87

Exhibit 5.8 Baylor University Shuttle After Hours route 88

Exhibit 6.1 Bosque County census tracts 95

Exhibit 6.2 Falls County census tracts 96

Exhibit 6.3 Freestone County census tracts 97

Exhibit 6.4 Hill County census tracts 98

Exhibit 6.5 Hill County census tract 9604..... 99

Exhibit 6.6 Limestone County census tracts 100

Exhibit 6.7 Limestone County census tract 9707 101

Exhibit 6.8 McLennan County census tracts 103

Exhibit 6.9 McLennan County census tract 12 104

Exhibit 6.10 McLennan County census tract 14.01 104

Exhibit 6.11 McLennan County census tract 18 105

Exhibit 6.12 McLennan County census tract 30 105

Exhibit 6.13 Bosque County Transit Needs Index 106

Exhibit 6.14 Falls County Transit Needs Index 106

Exhibit 6.15 Freestone County Transit Needs Index 107

Exhibit 6.16 Hill County Transit Needs Index 107

Exhibit 6.17 Limestone County Transit Needs Index 108

Exhibit 6.18 McLennan County Transit Needs Index 108

Exhibit 6.19 Transportation Needs 113

Exhibit 8.1 Prioritized list of transportation needs 118

Exhibit B.1 RCC meeting minutes (July 24, 2025) 127

Exhibit B.2 RCC meeting introductory presentation (July 24, 2025)..... 128

Exhibit B.3 RCC meeting minutes (August 21, 2025) 133

Exhibit B.4 RCC meeting minutes (September 25, 2025)..... 135

Exhibit B.5 RCC meeting minutes (October 23, 2025) 137

Exhibit B.6 RCC meeting minutes (November 20, 2025) 139

Exhibit B.7 RCC Workshop #1 minutes (January 15, 2026)..... 140

Exhibit B.8 RCC Workshop #1 presentation (January 15, 2026) 142



Exhibit B.9 RCC meeting agenda (February 19, 2026) 147

Exhibit C.1 Project summary flyer (English) 148

Exhibit C.2 Project summary flyer (Spanish) 149

Exhibit C.3 Business card (bilingual)..... 150

Exhibit C.4 Social media graphic 150

Exhibit C.5 Comment card (bilingual)..... 151

Exhibit C.6 Project webpage (English)..... 152

Exhibit C.7 Project webpage (Spanish)..... 153

Exhibit C.8 Community survey flyer (English) 154

Exhibit C.9 Community survey flyer (Spanish) 154

Exhibit C.10 Pop-up event flyers 156

Exhibit D.1 Service area..... 163

Exhibit D.2 Type of organization 164

Exhibit D.3 Populations served 165

Exhibit D.4 Size of client base 165

Exhibit D.5 Organization core functions 166

Exhibit D.6 Transportation support..... 167

Exhibit D.7 Frequency of transportation challenges..... 168

Exhibit D.8 Most often-observed transportation challenges..... 169

Exhibit D.9 Geographic areas with transportation challenges..... 170

Exhibit D.10 Temporal challenges..... 171

Exhibit D.11 Most significant transportation problems..... 173

Exhibit D.12 Barriers to transportation access 174

Exhibit D.13 Language barriers to transportation 175

Exhibit D.14 Other barriers to transportation 175

Exhibit D.15 Additional relevant information 176

Exhibit D.16 Most significant transportation and coordination challenges for the organization 178

Exhibit D.17 Interest in coordinated services 179

Exhibit D.18 Transportation funding..... 179

Exhibit D.19 Other issues or concerns 180

Exhibit D.20 Operation of, contracting for, or subsidization of transportation 180

Exhibit E.1 Home county 181

Exhibit E.2 Home community..... 182

Exhibit E.3 Distribution of target populations 183

Exhibit E.4 Transportation modes used 184

Exhibit E.5 Public transportation used 184

Exhibit E.6 Difficulty accessing locations due to lack of transportation 185

Exhibit E.7 Transportation challenges..... 186

Exhibit E.8 Location of transportation challenges 187

Exhibit E.9 Reason for travel within six-county area 188

Exhibit E.10 Travel outside of six-county area 188

Exhibit E.11 Reason for travel outside of six-county area 189



Exhibit E.12 Other transportation challenges	189
Exhibit E.13 Changes that would enable travel	190
Exhibit E.14 Age.....	191
Exhibit E.15 Language spoken at home	192



Chapter 1 | RPTCP Content and Organization

Lead Agency Description and Contact

The Lead Coordination Agency for TxDOT Planning Region 11 (Heart of Texas), comprised of Bosque, Falls, Freestone, Hill, Limestone, and McLennan counties, is the Heart of Texas Council of Governments (HOTCOG).

Established in 1966, the Heart of Texas Council of Governments is an organization of local governments working together voluntarily to solve mutual problems and plan for the future of the six county area. HOTCOG currently has over 80 member governments including counties, cities, school districts, community colleges, and special districts.

HOTCOG is located at 1514 S. New Road in Waco, Texas. Russell Devorsky serves as the Executive Director. The HOTCOG point of contact for the Regional Public Transportation Coordination Plan is Rep Pledger, Transportation Director.

RCC Representatives List

The Heart of Texas Regional Transportation Advisory Committee serves as the Regional Coordination Committee (RCC). The RCC is comprised of representatives from a variety of stakeholder organizations throughout the region. At the time of the preparation of this Plan, representatives included the following:

- Carey Amthor, Friends for Life
- Susan Baker, Bosque County Senior Services
- Judge Shane Brassell, Hill County
- April Cook, Hill County Indigent Healthcare
- Judge Richard Duncan, Limestone County
- Judge Jay Elliott, Falls County
- Judge Scott Felton, McLennan County
- Jefferson Gunn, Heart of Texas National Federation of the Blind
- Melissa Ingriola, Heart of Central Texas Independent Living Center (HOTILC)
- James Jarmon, Meals on Wheels Waco
- Commissioner Will Jones, McLennan County
- Dylan Kincaid, Heart of Central Texas Independent Living Center (HOTILC)
- Mukesh Kumar, Waco MPO
- Judge Lloyd Lane, Freestone County
- Katie Laubender, Baylor Center for Disabilities
- Donald McDonald, Limestone County Veterans Services
- Jonathan Mize, Heart of Texas Workforce Solutions (Individuals with Disabilities)
- Susanne Nemmer, McLennan County
- Brad Orban, Hill County
- Stephanie Overall, Freestone County Senior Center
- Sara Page, Veteran Affairs



- Frank Patterson, McLennan Community College
- Jason Pettegrow, Heart of Texas Behavioral Health Network
- Rep Pledger, HOTCOG Transportation and Heart of Texas Rural Transportation District (RTD)
- Nora Roy, Waco MPO
- Greta Russell, Limestone County Senior Center
- Christine Schroeder-Morren, Friends for Life
- Meredith Stephens, Heart of Texas Workforce Solutions (Vocational Rehabilitation)
- Serena Stevenson, Waco Transit System, Inc. and McLennan County Rural Transit District
- Julie Talbert, Heart of Texas Workforce Solutions (Children and Transportation)
- Elizabeth Thomas, Waco Emergency Management
- Aaron Torres, Hill County Elections
- Heather Travers, McLennan County Health Services
- Danielle Utrera, Veteran Affairs
- Keith Vandiver, Bosque County Senior Services
- Judge Cindy Vanlandingham, Bosque County
- John Vorderkunz, HOTCOG Health and Human Services and Area Agency on Aging of the Heart of Texas (AAA)
- Susan Wilson, EOAC Waco (Head Start)

The Chair of the RCC for FY 2025/26 was Judge Jay Elliott (Falls County). The Vice-Chair position was vacant.

A full list of the stakeholders contacted with respect to the Regional Public Transportation Coordination Plan, which includes all members of the RCC, is provided in Appendix A. Organizations that responded by completing the stakeholder survey are detailed in Chapter 2.

RCC Vision, Mission, and Bylaws

Vision Statement

Our vision of public transportation for the Heart of Texas Region will be systems that coordinate with all service providers within and adjacent to our service area to create a seamless multimodal transportation network that assists in meeting the region’s economic, environmental, and quality of life objectives.

Mission Statement

The mission of the Regional Transportation Coordination Council (RTCC) in the development and maintenance of our transportation plan is to serve people residing in, working in, or visiting the Heart of Texas region by providing reliable, safe, affordable, efficient and accessible public transportation through innovative and sustainable transportation practices.



Goals and Objectives

Goal # 1 – Regional Approach

Encourage coordination and collaboration by seeking innovative models in planning and delivery of transportation services.

- **Objective A:** Ensure that the public transportation network is planned, designed, constructed and operated in a coordinated, cost-effective, and innovative manner.
- **Objective B:** Ensure that regional transportation planning and investments are coordinated with future land uses and economic development initiatives.
- **Objective C:** Plan and implement a public transit network, in coordination with planning for other transportation modes that encourages the creation of less auto dependent modes of development.
- **Objective D:** Identify transportation investments requiring additional study.
- **Objective E:** Identify and utilize marketing strategies for public transit to ensure public awareness regarding available transportation choices.

Goal # 2 – Effective Partnerships

Maximize connectivity and use of resources between various transportation agencies, public service agencies, and stakeholders within and adjacent to the Heart of Texas Region.

- **Objective A:** Maximize communication between transportation providers and other public transportation stakeholders.
- **Objective B:** To the extent permissible by federal and state law, maximize and leverage the use of available resources from existing service providers, stakeholders, municipal and county governments, and public service agencies to create a cost effective and affordable public transportation network.
- **Objective C:** Maintain and sustain the regional vehicle maintenance and group procurement program.
- **Objective D:** Coordinate with local emergency management agencies and first responders to ensure the continued safety and security of the users of public transportation.

Goal # 3 – System Efficiency

Expand the public transit network utilizing both fixed route and demand response services, maximize network efficiency through the use of intelligent transportation systems and travel demand management strategies.

- **Objective A:** Identify and prioritize unmet needs and future transportation demands; expand the public transportation network to address these needs as funds and resources become available.
- **Objective B:** Maximize network efficiency through the use of intelligent transportation systems and travel demand management strategies.
- **Objective C:** Maximize the cost-effectiveness of public transportation investments.
- **Objective D:** Increase vehicle occupancy rates.
- **Objective E:** Increase service frequency.

Goal # 4 – Environmental Quality

Utilize fuel, vehicle systems, and operating policies to reduce emissions; eliminate duplication of services.

- **Objective A:** Utilize fuel, vehicle systems and operating practices to reduce emissions.



- **Objective B:** Eliminate the duplication of services.
- **Objective C:** Coordinate with the Heart of Texas Air Quality Advisory Committee to promote the environmental and public health benefits of public transportation.

Goal # 5 – Network Safety and Security

Enhancement of safety and security measures which impact the public transportation network.

- **Objective A:** Continue to develop and implement safety enhancements to the existing and future public transportation systems.
- **Objective B:** Coordinated with local agencies to ensure contingency plans for energy shortages, natural or manmade disasters and other emergencies are in place to decrease a negative impact on the transportation network.

Bylaws of the Heart of Texas Regional Transportation Advisory Committee

ARTICLE I – COMMITTEE NAME

The name of this Committee shall be the Heart of Texas Regional Transportation Advisory Committee (HOTRTAC), hereinafter called the Advisory Committee.

ARTICLE II - PURPOSE AND ACTIVITIES

The Advisory Committee serves as a forum on efforts to improve coordination and connectivity between public transit services, private transportation services, and human services/health care transportation in the region. Activities of the Advisory Committee shall include, but not be limited to the following:

- A. Serve as the advisors for regional transportation coordination, including for updates of the Regional Transportation Coordination Plan.
- B. Serve as focal point for leadership on passenger, human service, and health care transportation issues in the region.
- C. Facilitate the collaboration of regional transportation coordination activities.
- D. Assess barriers to regional services and identify opportunities to improve coordination and connectivity.
- E. Advise on priorities for regional transportation coordination in the Heart of Texas region.
- F. Review and make recommendations as appropriate on the priorities for new or expanded services, purchases of equipment, training, communications, safety/security and other goods or services related to regional transportation coordination.
- G. Provide support for regional transit projects and proposals, when consistent with the goals, objectives and projects outlined in the Regional Transportation Coordination Plan.
- H. Promote public awareness of transportation services and issues, as well as programs, plans, and objectives, through frequent publicity, presentations to civic organizations and other interested groups.
- I. Identify and establish relationships with groups, agencies, and individuals providing transportation services.
- J. Review and discuss opportunities for coordinating transportation services with other regions in Texas to help expand mobility.



ARTICLE III - MEMBERSHIP

Section 1. Composition of the Advisory Committee

The Advisory Committee consists of elected officials, individuals representing local governments, government agencies, human service and health care providers or agencies and representatives who provide service or support related to public transportation in the Heart of Texas Region. The following 10 organizations will be represented:

- One representative from each county as designated by the County Judge
- One representative from each of the two transit systems
- Metropolitan Planning Organization
- Rural Planning Organization
- One human service/health care representative

Section 2. Membership

Each organization represented can select their designated representative. Each organization should determine who will represent the organization for any particular meeting. In the event of a vote, each organization represented will have one vote in total. There is no specific term limit for representatives – that will be up to each organization to determine.

Section 3. Attendance

Represented organizations’ representatives are expected to attend all meetings. HOTCOG staff will maintain attendance records. Advisory Committee representative may attend in person or via video.

HOTCOG will monitor the attendance and proactively work with committee members that fail to send a representative for two quarterly meetings in a rolling 12-month period.

Section 4. Adding New Members

Additional representatives to the Advisory Committee may be added as either voting or non-voting members. Interested transportation stakeholders may request membership on the Advisory Committee. Membership requests will be put to a vote of the members present. A simple majority will allow for additional members

ARTICLE IV - MEETINGS

Section 1. Meeting Schedules

The Advisory Committee will meet at least quarterly. An annual schedule of meetings will be distributed to all Advisory Committee members. Special meetings may be called by HOTCOG. Notice of all special meetings will be provided to members at least two weeks prior. Public notices and meetings will be in compliance with the Open Meetings Act.

Section 2. Voting

All representative organizations of the Advisory Committee (voting members) shall have one vote for all matters before the Advisory Committee. The vote of a majority (51%) of the members present shall decide any motion before the Advisory Committee.



ARTICLE V - CONFLICTS OF INTEREST

Advisory Committee members shall not vote if they have a personal or business interest in any proposal being reviewed or voted on. An interest shall be considered to exist if a person has a financial interest through employment, contract, subcontract, or as a consultant, owner, board member or committee member related to the project being reviewed, proposed, or discussed.

ARTICLE VI - AMENDMENTS

Proposed by-law amendments can be made by Advisory Committee members and discussed at a regular meeting. If approved by the committee, the proposed amendment will be forwarded to HOTCOG. Proposed amendments become effective when approved by the HOTCOG Board of Directors.



Chapter 2 | Public Outreach and Community Engagement

While public engagement is an important component of any transportation planning project, it is absolutely essential for the development of a Regional Public Transportation Coordination Plan. Given the goals, strategies, and projects arising from this Plan must be reflective of transportation needs and service gaps, extensive outreach must be conducted in order to accurately capture those needs and gaps. As the target populations for this Plan may be difficult to engage individually, outreach to stakeholders provides broader representative feedback as those organizations advocate for the needs of the populations they serve.

Within this chapter is a summary of the public outreach and community engagement conducted in support of this Coordination Plan. It details the initial public engagement plan, which is followed by summaries of all community and stakeholder engagement activities. These include community and stakeholder surveys, discussions with HOTCOG committees and individual stakeholders, and in-person pop-up events held throughout the six-county area. Finally, three appendices contain a full analysis of the data received in the surveys as well as samples of the materials used as part of the outreach activities.

Public Outreach Plan

Effective public engagement is foundational to preparation of a successful Regional Public Transportation Coordination Plan (Plan). As such, Moore & Associates prepared a Public Engagement Plan (PEP) detailing opportunities to encourage and facilitate input from project stakeholders as well as individuals within each of the Coordination Plan's target demographic groups including older adults, persons with disabilities, low-income individuals, persons living in zero-car households, youth, persons with limited English proficiency, veterans, clients of workforce agencies, and employment/job seekers. Ultimately, the PEP sought to identify target audiences, recruitment methods, events/activities, times, locations, special accommodations, feedback mechanisms, non-traditional outreach strategies, and proposed engagement materials.

Utilizing TxDOT's Regional Public Transportation Coordination Plan Guidebook (February 2025) as a resource, the first step in creation of the PEP was stakeholder identification and recruitment. Fortunately, the Heart of Texas Council of Governments (HOTCOG) had an established and active Regional Coordination Committee (RCC). The RCC is a voluntary group of nineteen citizens appointed by specific regional agencies and/or organizations to represent their constituencies concerning 1) public ground transportation matters, 2) to oversee the progress of the regional transportation coordination plan, and 3) provide information, insight, and direction in preparation of the region's submissions pertaining to TxDOT's Coordinated Call for Projects. The RCC makes recommendations in an advisory capacity to the HOTCOG Executive Committee and the HOTCOG Rural Transit District.

The approved Regional Public Transportation Coordination Plan is the basic "blueprint" for public ground transportation initiatives the Heart of Texas COG's six-county service area: Bosque, Falls, Freestone, Hill, Limestone, and McLennan counties.



The Plan is subject to modification as recommended by the RCC, approved by the HOTCOG Executive Committee, and ultimately by the Texas Department of Transportation (TxDOT).

Target Audiences

There are three target audiences for this Coordination Plan:

- Community stakeholders (including members of the general public),
- Transportation providers (who are, by definition, also stakeholders), and
- Individual members of identified populations (a sub-set of the community at-large):
 - Seniors,
 - Persons with disabilities
 - Low-income residents,
 - Zero-car households,
 - Youth,
 - Residents with limited English proficiency,
 - Veterans,
 - Clients of workforce agencies, and
 - Employment/job seekers.

HOTCOG’s established Regional Coordination Committee (RCC) includes representatives from each of the six counties (typically the County Judge) as well as from the following organizations:

- | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Area Agency on Aging of the Heart of Texas (AAAHOT) • Baylor Center for Disabilities • Friends for Life • Health and Human Services Commission • Heart of Central Texas Independent Living Center (HOTILC) • Heart of Texas Behavioral Health Network • Heart of Texas Council of Governments • Heart of Texas Rural Transportation District • Heart of Texas Workforce Solutions | <ul style="list-style-type: none"> • Hill County Elections • Hill County Indigent Healthcare • HOTCOG • McLennan Community College • McLennan County Health Services • McLennan County Rural Transit District • Meals on Wheels Waco • Rural Planning Organization • Veterans Administration • Waco Emergency Management • Waco MPO • Waco Transit System, Inc. |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Development of the 2026 update of the Coordination Plan included the identification of additional stakeholders serving the target populations. Methods for identifying additional stakeholders to participate in the process included referrals from HOTCOG and/or RCC members, review of the prior Coordination Plan, and online research. Such additional stakeholders included:

- County governments,
- City/town governments,
- Healthcare providers,



- Social service organizations,
- Educational institutions,
- Veterans agencies,
- Workforce agencies,
- Food pantries/low-income outreach,
- Faith-based organizations providing community services,
- Youth services, and
- Senior services.

Concurrent with the identification of additional stakeholders was the identification of additional transportation providers. This included public transit providers as well as other public, private, non-profit, or for-profit entities operating a transportation service, contracting for transportation service, purchasing service from another agency, or providing a rider subsidy, as well as mobility management programs.

Events

Community and stakeholder engagement focused chiefly on two types of events: RCC meetings and workshops and pop-up (tabling) events.

RCC meetings/workshops

HOTCOG's Regional Coordination Committee has been active since the development of the prior Coordination Plan in 2022. RCC meetings are generally held on the third or fourth Thursday of the month at 1:00 p.m., with lunch preceding at 12:30 pm. Meetings are held in person at the HOTCOG office, located at 1514 S. New Road in Waco. All meetings are open to the public.

Regular meetings of the RCC included an update on the Coordination Plan's progress, which was generally provided virtually. Two in-person workshops were also scheduled, which provided the opportunity for in-depth discussion and direction at key points in the Plan's development. The first workshop was held on January 15, 2026 during the RCC's regularly scheduled meeting. This workshop focused on prioritizing mobility needs and service gaps and the development of a methodology for prioritizing coordination strategies and projects. The second, to be held during the June 2026 RCC meeting, will review goals and strategies developed to address the mobility needs and service gaps, including prioritization of proposed projects.

Pop-up events

Pop-up events offer an informal approach and help engage community members where they already are. They can help overcome transportation barriers for individuals who may not be able to attend a scheduled focus group. These events can be hosted in high foot-traffic areas such as transit centers, grocery stores, social service offices, and libraries. Additionally, partnerships with community stakeholders may present further location opportunities or allow for collaboration by aligning with existing community events.

Thirteen in-person pop-up events were held across the six counties within the project area during October 2025. Each session was held in a different community so as to offer broad geographic coverage and attendance opportunities. These sessions were held at varying times of day, and locations were selected which aligned with the availability of public transportation so as to facilitate access to the events. The final locations included senior centers, stakeholder offices, public libraries, and county or municipal



facilities, etc. Interpretation was provided upon request. The community survey was promoted and made available at each pop-up event.

- Bosque County: Valley Mills, Walnut Springs
- Falls County: Golinda
- Freestone County: Fairfield, Teague
- Hill County: Hillsboro (2)
- Limestone County: Groesbeck, Mexia
- McLennan County: Waco (3)

Additional potential events (non-Plan-specific)

Coordination Plan information was also distributed by HOTCOG and stakeholders as part of existing events or outreach activities. While not formally part of the Public Engagement Plan, any entity wishing to distribute information about the Plan, particularly regarding the Coordination Plan website and community survey, was provided with appropriate materials to do so. This included promotion of the community survey by HOTCOG during back-to-school events taking place in early August 2025.

Materials

The following materials (physical and digital) were used to provide information about the Coordination Plan and gather input from stakeholders and the community:

- Bilingual project webpage (English and Spanish), inclusive of background information about the Coordination Plan, upcoming events, deliverables, community survey, etc.
- Community survey (digital and physical; bilingual English/Spanish)
- Stakeholder questionnaire (digital; English only)
- Transportation provider questionnaire (digital; English only)
- Signage for posting onboard transit/transportation vehicles (with key project information, QR code to the community survey, etc.)
- Online comment form
- RCC meeting and workshop materials:
 - MS PowerPoint presentations
 - Draft versions of surveys and questionnaires for review and comment
 - Comprehensive list of stakeholders and transportation providers
 - Display boards or printed information summaries
 - Project deliverables

Examples of materials used throughout the Plan are provided in this chapter as well as in Appendices B, C, D, E, and F.

Feedback Mechanisms

Individual members of target populations

While outreach to the community at-large is not a key component of the Coordination Plan, providing the general public with an opportunity to provide input on the Plan is a valuable activity. Not only was this intended to engage persons within the target populations who may not have participated in other



activities, but it would also raise awareness of the coordination planning process within the community at-large.

Two primary feedback mechanisms were available to the community and individual members of the target populations:

- Community survey and
- Bilingual project webpage.

The community survey (which was made available in both print and online via the project webpage) was promoted chiefly through HOTCOG communications channels, project stakeholders, transportation providers, member counties, and cities and towns, as well as via the bilingual project webpage. The survey was also promoted to current transit customers in lieu of a separate rider survey.

The primary purpose of the bilingual English/Spanish survey was twofold: First, to capture geographic and demographic information about respondents, determining where they reside and which of the target populations they represent. Second, to document sufficient information about issues individuals may have with respect to accessing essential trips.

All respondents had the option to take the survey anonymously. A first name and contact information (either phone number or email) was required to be eligible for a random drawing for a series of \$50 VISA gift cards. Printed and digital (.pdf) versions of the survey were made available to any organization or jurisdiction wishing to distribute the survey to its respective constituents.

A link to the community survey was also available on the bilingual (English/Spanish) project webpage (discussed in further detail under Non-traditional Engagement Techniques). The webpage also featured an online comment mechanism open to the general public.

[Stakeholders and transportation providers](#)

All identified stakeholders received an invitation to participate in the Coordination Plan process by completing the stakeholder questionnaire, which was initially distributed by email. Up to three outreach attempts were made (generally by email and phone) to each stakeholder. Stakeholders who did not complete the survey online had the opportunity to submit a scanned hard copy of the survey or take the survey over the phone.

Stakeholders who fell into the transportation provider category were also invited to complete a separate transportation provider survey. Similar to the stakeholder survey process, multiple attempts were made to obtain a completed survey. Respondents also had the option to submit additional documents (such as fleet inventories or service schedules) along with their completed surveys.

Initial outreach to stakeholders and transportation providers took place in September 2025, with follow-up activities continuing into October 2025.



Non-traditional Engagement Techniques

Non-traditional engagement techniques included:

- A bilingual (English/Spanish) project webpage which included general information about the Coordination Plan, focus group recruitment information, and details regarding RCC meetings and workshops. Interim project deliverables were posted to the website following review by the RCC. The project webpage was updated approximately every three weeks to ensure information regarding public engagement opportunities remained current. The webpage complied with standards for accessibility under WCAG 2.1.
- Links to surveys (URL/QR code) which were distributed to project participants/clients/etc.
- Digital content (URL/QR code to survey, graphics, narrative content) for posting on social media (Facebook, X, Instagram, etc.) and/or stakeholder websites. This messaging promoted upcoming project activities and participation opportunities, and served to notify the community at-large that the draft RPTCP was available for review and comment. Digital content was provided to stakeholders to encourage participation by their respective constituencies.
- A link to the online bilingual community survey on/from the bilingual (English/Spanish) project webpage.
- Inclusion of a comment mechanism on the bilingual (English/Spanish) project webpage.

Documentation and Reporting

All public engagement activities, materials, and surveys/questionnaires are documented within the final Coordination Plan. This is expected to include, at a minimum:

- Community survey:
 - Survey instruments (English and Spanish)
 - Methodology (including total number of responses)
 - Simple frequencies
 - Data cross-tabulations (including segregating responses by members of target populations where appropriate)
 - Tables, charts, and graphs (as appropriate)
 - Analysis of responses
 - Key findings/summary
- Stakeholder questionnaire:
 - Stakeholder questionnaire (English)
 - Methodology
 - Identified/invited entities
 - Participating entities
 - Simple frequencies
 - Data cross-tabulations (as appropriate)
 - Tables, charts, and graphs (as appropriate)
 - Analysis of responses
 - Key findings/summary
- Transportation providers questionnaire:
 - Transportation providers questionnaire (English)
 - Methodology



- Responding entities
- Profiles of transportation provider
- Tables, charts, and graphs (as appropriate)
- Key findings/summary
- Pop-up events:
 - Documentation of event dates and times
 - Target populations reached
 - Number of interactions
 - Number of community surveys collected
 - Summary of discussion/comments
 - Photographs of events
- Additional (non-Plan) outreach activities:
 - Name of participating entity
 - Summary of event
- RCC meetings:
 - Documentation of event dates, times, and locations
 - PowerPoint presentations
 - Summary of discussion
 - Meeting minutes (including attendee list)
- RCC workshops:
 - Documentation of event dates, times, and locations
 - PowerPoint presentations
 - Informational materials distributed
 - Summary of discussion
 - Meeting minutes (including attendee list)
- Deliverables:
 - Project status meeting minutes
 - Public Engagement Plan (updated as needed)
 - Technical Memo #1: Summary of Stakeholder and Public Input
 - Technical Memo #2: Existing Conditions Analysis
 - Draft Interim Coordination Plan
 - Interim Coordination Plan
 - Technical Memo #3: Preliminary Goals and Strategies (including summary of how input shaped or helped prioritize unmet needs, strategies, and/or projects)
 - Draft Final Coordination Plan
 - Final Coordination Plan
 - Adopted Coordination Plan



RCC and Stakeholder Meetings

Meetings of the RCC and other stakeholder committees were held throughout the project period. Those meetings and key activities are described below.

HOTCOG Regional Coordination Committee Meetings

HOTCOG RCC meetings were held on the following dates:

- July 24, 2025
- August 21, 2025
- September 25, 2025
- October 23, 2025
- November 20, 2025
- January 15, 2026 (also RCC Workshop #1)
- February 19, 2026

Full meeting minutes, presentations, and other materials are included as Appendix B. Comments regarding specific meetings are provided below. Individual RCC members also periodically participated in biweekly project status meetings with the consultant team.

HOTCOG Regional Coordination Committee Meeting (October 23, 2025)

On October 23, 2025, the RCC met with the consultant in-person to discuss the status of the project as well as key issues. The meeting included representation from HOTCOG, Moore & Associates, Waco Transit, Texas Workforce Solutions, and Waco Foundation for the Blind. The consultant provided an update on the status of the ongoing community engagement.

Members of the RCC were particularly interested in coordinating transportation with regions outside of the six-county service area. One committee member who relies on transit tried to plan a trip outside of the region, but was ultimately unable to coordinate the travel, relying instead on a family member to drive them. Such coordination could include working with neighboring providers (such as Brazos Transit District or The HOP) to identify a location where riders could transfer from one service to another. Coordination issues to take into account include reliability and time constraints as well as reimbursement (which will require consideration by TxDOT). There is also interest in considering a regional fare system so that riders can travel on different transit systems using a single fare medium. This is something that can be included as a need in the Coordination Plan, which will enable it to be prioritized and for solutions/strategies to be identified.

HOTCOG Health and Human Services Coordinating Council (October 23, 2025)

On October 23, 2025, the consultant met with HOTCOG's Health and Human Services Coordinating Council, which includes persons representing the needs of health and human services consumers including older persons, minority individuals, persons with disabilities, caregivers, advocates for health and human service provider organizations, advocates for transportation provider organizations, advocates for support service organizations, local elected officials, and the general public. An update on the Coordination Plan was provided and all attendees were invited to complete a stakeholder survey if they had not already and provided with the consultant's contact information if they would like to submit



comments. The discussion regarding the Plan was relatively short given other items on the agenda (which were concerned with the ongoing federal government shutdown).

HOTCOG Regional Coordination Committee Workshop #1 (January 15, 2026)

On January 15, 2026, the regular RCC meeting featured a presentation of Technical Memoranda #1 and #2 by the project team. In addition, the workshop included interactive activities to 1) prioritize the needs identified through public engagement and existing conditions assessment and 2) develop a prioritization methodology for evaluation of projects and strategies identified in the second half of the Plan development.

HOTCOG Regional Coordination Committee Meeting (February 19, 2026)

On February 19, 2026, the regular RCC meeting included a presentation of the final results of the needs prioritization and project prioritization methodology activities conducted during RCC Workshop #1.

Summary of Pop-Up Events

In-person pop-up events were held throughout the six-county area during the week of October 20, 2025. Where possible, they were held at stakeholder locations to maximize access to target populations. In other communities, they were held at easily accessible locations typically frequented by members of target populations, such as local public libraries. A list of the events is provided below, along with a summary of each.

For each of the events, the outreach team utilized a table featuring community surveys in English and Spanish, a one-page information sheet about the Coordination Plan project in English and Spanish, comment cards in English and Spanish, business cards in English and Spanish with a QR code and link to the project webpage and community survey, transit information, and the HOTCOG Resource Guide. These materials are provided in Appendix C. Small bottles of water and a dish of wrapped candies were also offered to make the display more enticing.

Event #1: Hillsboro Public Library, 118 Waco St, Hillsboro (Hill County), 10:30 am – 1:00 pm

Target population: Limited English proficient, all
Number of individuals engaged: 12 (6 in Spanish)
Number of community surveys collected: 6

Summary of discussion/comments: This event was timed to coincide with an English as a Second Language (ESL) class taking place at the library. A Spanish-speaking team member engaged students in Spanish as they exited the class. About six of the ESL attendees stopped at the table and several of them took the survey. One woman said she would take it at home and wanted her mother-in-law to fill one out, as she had been missing doctor’s appointments. Several were not aware of the Blue Transit service. One indicated losing her space in a GED class due to a lack of transportation. Others said they were uncomfortable driving on the highways. Over the rest of the event the team spoke with another six individuals and collected several more surveys. One of them advised that probationers have trouble getting from Whitney to Hillsboro to report in.





Event #2: Gibbs Memorial Library, 305 E Rusk St, Mexia (Limestone County), 4:00 pm – 5:15 pm

Target population: All

Number of individuals engaged: 12

Number of community surveys collected: 1

Summary of discussion/comments: The outreach team encountered 12 people, all of whom reported they owned a vehicle or had access to multiple vehicles. There was little interest in engaging or stopping to take the survey. One person expressed interest in driving for rural transit, so the team provided the Blue Transit phone number. The librarian recommended making contact with the Mexia senior center to identify mobility gaps and ensure they knew about transportation options. The team left some HOTCOG Resource Guides and Blue Transit info with the librarian.



Event #3: Golinda Senior Activities Center, 7039 Golinda Dr, Lorena (Falls County), 11:30 am – 1:30 pm

Target population: Seniors

Number of individuals engaged: 17

Number of community surveys collected: 12

Summary of discussion/comments: The team was able to engage attendees while they were seated eating lunch. Many of the individuals cited having a private vehicle, having access to a vehicle, or having someone (family/friend) who could take them where they needed to go (doctors, groceries, etc.). The majority of the folks engaged were able to get to their medical appointments but could see a use for on-demand transit service in the future if it was reliable, available, and served the locations where they needed to go. (Golinda is on the border of Falls and McLennan counties.)



One staffer told the outreach team she attempted to organize a group trip from the Golinda senior center to the local Wal-Mart using Blue Transit. When she called, however, she was told there was no service available during the summer and they were unable to fulfill her request, and to try back again in the Fall. The center would like to take group trips in the future.

There was a supply of HOTCOG Resource Guides and Blue Transit flyers on a table at the front of the center.



Event #4: Teague Public Library, 402 Main St, Teague (Freestone County), 2:30 pm – 4:00 pm

Target population: All

Number of individuals engaged: 2

Number of community surveys collected: 2

Summary of discussion/comments: The only person at the library when the outreach team arrived was the librarian. The table was set up in a seating area adjacent to the entry so it did not block the entry. The librarian, who was a resident of Teague, completed both a community survey and a stakeholder survey. The team interviewed one patron. He was in his 80s and mostly deaf, but he was willing to take the survey as long as someone filled it out for him. He said a lot of the questions did not apply because he did not have trouble getting around. He said he still drives – and drives well, according to him – though he does not like to drive on the highways. For those trips, he typically rides with his younger sister. He used Blue Transit a few times (over the past 20 years) when he could not drive due to surgery. He was very impressed by the service when he used it. He liked the vehicles and the way the driver picked him up at his house. He did cite having some trouble making a reservation a few times (though he has not tried to do so recently). He commented that they used to have a taxi in Teague that you could call and they would come pick you up in five minutes. He noted that maybe it would be more efficient to just have the drivers take calls and serve the community directly.

Before leaving, the team left several copies of the HOTCOG Resource Guide (they already had a couple there) as well as some of the Blue Transit cards (which they did not have) and left a few of the one-pagers with the project webpage URL and QR code.

Event #5: Hillsboro Interfaith Ministry, 214-A E Elm St, Hillsboro (Hill County), 5:00 pm – 7:00 pm

Target population: Low-income, seniors, limited English proficient

Number of individuals engaged: 20

Number of community surveys collected: 10

Summary of discussion/comments: The outreach team was able to engage attendees as they waited in line to check in at the food bank. Some individuals did not want to engage but there were others who were interested in obtaining more information about Blue Transit and elected to complete a survey.

The contact at the food bank indicated he used to drive for Blue Transit. He was recently told by a client that her trip needed to be approved by insurance before Blue Transit would schedule a ride. However, he thought the client might be confused on who she was speaking to (not Blue Transit). He was interested in more details about the current service (cost, qualifiers, availability, reliability, etc.). The team had a good conversation with him and left a supply of the English/Spanish Blue Transit cards and HOTCOG Resource Guides. He said he would be in contact if he needs additional supplies in the future.

Event #6: Bosque County Senior Services, 101 W Avenue E, Valley Mills (Bosque County), 11:30 am – 12:30 pm

Target population: Seniors

Number of individuals engaged: 9

Number of community surveys collected: 2

Summary of discussion/comments: Seven attendees indicated taking the survey online the previous week. Two people came specifically for the pop up and to get more information on available transportation where they live (Clifton).



The group expressed interest regarding information for the on-demand Blue Transit, including costs and reservation info. One person said they tried to make appointment with Blue Transit and was told they only make trips on Tuesday and Thursday. Another gentleman said he called a few times and got different answers at the call center about when to call to make ride request and what is available. One person claimed “there is no available transportation in Valley Mills.” The team shared the Blue Transit information card with him.

A man from City Hall said he saw Blue Transit Vehicle 288 the previous Monday; it was not driving safely and almost ran over the crossing guard (who also happens to be the mayor). He said he called the call center to report the driver and vehicle.

One man was looking for a ride to his eye appointment in late December. When he recently called Blue Transit, they told him he needs to bring someone with him but he does not have anyone else to go with him. He said he is able to get on and off the bus himself. The team confirmed he had the phone number to the Blue Transit call center and suggested he give them a call when he knows the date, time, duration, and location of appointment.

Most of the group agreed they will probably need help with transportation in the future when they can no longer drive or have someone who can drive them. The team left Blue Transit cards and HOTCOG Resource Guides with the senior meal helpers. They also visited City Hall and filled a rack with HOTCOG Resource Guides and confirmed their supply of Blue Transit cards.

Event #7: Estella Maxey Community Center, 1809 JJ Flewellen Rd, Waco (McLennan County), 5:30 pm – 6:30 pm

Target population: Low-income

Number of individuals engaged: 73

Number of community surveys collected: 19

Summary of discussion/comments: This pop-up event had been scheduled to coincide with a laptop giveaway sponsored by AT&T and Transformation Waco, so there were a lot of families present. The director of Transformation Waco introduced the outreach team at the end of her remarks and invited everyone to take a survey after they’d picked up their laptops (one per family). She also announced that taking a survey would enter you for a chance to win a \$50 VISA gift card, which was a big draw. Nineteen people completed the survey. Very few people asked questions or provided comments. One woman indicated her biggest challenge was getting her kids from school to childcare. State Representative Pat Curry was one of the people in attendance at the event. Staff at the location were very friendly and helpful. All of the attendees our team interacted with were friendly as well.





Event #8: Heart of Texas Veterans One Stop, 2010 LaSalle Ave, Suite A, Waco (McLennan County), 10:30 am – 12:40 pm

Target population: Veterans

Number of individuals engaged: 18 (While there were many more attendees at the lunch, the team directly engaged with about 18.)

Number of community surveys collected: 4

Summary of discussion/comments: The team set up in a conference room directly off the room where the meal was taking place, as there was no room to set up in the lunch room. At the beginning of the lunch, they were given an opportunity to introduce the project and invite people to take a survey or provide a comment.



There were several people that wound up eating in the conference room, so the team interacted with all of them and had a number of them fill out surveys. Toward the end, when the noise level was a little lower, they went into the dining room and stopped at several of the tables and gave out some of the business cards and talked to some other attendees about the project. One of the lunch volunteers brought one gentleman over as he was a regular Waco Transit rider. They went into the conference room because it was a little quieter and a team member completed a survey on his behalf. He was a Waco transit

rider, used a walker, did not currently use paratransit, and relied on his reduced senior fare card. The primary place he had trouble accessing was Hillcrest Hospital because the bus doesn't quite go far enough. Another woman the team spoke with said she drives, but her husband has Alzheimer's and he can't drive, and she recently had a back injury that impacted her ability to drive. They were getting services from the Alzheimer's Association as far as transportation. Our team gave her one of the HOTCOG Resource Guides because it seemed to be more along the lines of what she needed. Another couple said they have one car that is shared among their household, which includes an adult daughter. She took an extra survey and one of the business cards to get her daughter to respond to the survey too. She said they live in Robinson and the bus doesn't come that far out.

Another gentleman said he lived in the Mart/Riesel area and there is virtually no transportation. Even emergency services take at least 25 minutes to get there. He said a lot of the veterans and seniors are moving out from Waco into these more rural areas because it is more affordable, but then they can't get services. He said everything in McLennan County tends to be very Waco-centric. Even their emergency services have to come out from Waco. He said the demographics have shifted. In some cases, they have had to rely on home health more than actually getting to a healthcare provider. He said he believes there is not enough support for rural communities, and that the only transportation is for seniors and takes significant effort to get qualified. Mart has a housing authority and their biggest complaint is "where are the buses?"



Event #9: Kate Ross Community/Senior Center, 1115 Cleveland Ave, Waco (McLennan County), 10:00 am – 11:00 am

Target population: Low-income

Number of individuals engaged: 2

Number of community surveys collected: 2

Summary of discussion/comments: One person informed the team that they and their family use Waco Transit. The point of contact apologized for the lack of people. The team was able to leave community surveys and postage-paid envelopes at the center. They also left a supply of HOTCOG Resource Guides and Waco Transit service materials.

Event #10: Bosque Senior Services, 152 4th St, Walnut Springs (Bosque County), 12:15 pm – 1:00 pm

Target population: Seniors

Number of individuals engaged: 17

Number of community surveys collected: 15

Summary of discussion/comments: During the team’s visit, they spoke with Albert Hunter, who was a previous candidate for the Texas House of Representatives’ District 13. He said he appreciates the work they were doing. Of the group at the lunch, many still drive or have a friend/family member who drives them. There was some confusion among the group about where and when Blue Transit runs. They claimed there was no reliable round-trip service option available from Bosque County into Waco. One gentleman cited getting services through the VA, sometimes including transportation. The location had an ample supply of HOTCOG Resource Guides and Blue Transit cards.



Event #11: Groesbeck Housing Authority, 407 N Leon, Groesbeck (Limestone County), 3:00 pm – 4:00 pm

Target population: Low-income

Number of individuals engaged: 6

Number of community surveys collected: 6

Summary of discussion/comments: Many of those who attended currently take transit or have taken transit in the past. They used to ride Limestone County Transit. Several have tried to take Blue Transit unsuccessfully. Many are able to book transportation through their insurance provider United Health, which will take them to/from doctor’s appointments and other medical appointments.



With respect to Blue Transit, there was confusion about who to call to take them into Waco. Depending on where you live there is a different phone number to call. There was also confusion about how far ahead you have to book an appointment. Most indicated they felt Blue Transit was not reliable. The current Blue Transit card does not have enough information – service days, hours, cost, etc. They said folks are looking for a service that runs on the weekends from Groesbeck to Waco.



Event #12: Rosebud Senior Center, 336 Main St, Rosebud (Falls County), 10:00 am – 11:00 am

Target population: Seniors

Number of individuals engaged: 13

Number of community surveys collected: 12

Summary of discussion/comments: Most members of this group were not in need of transit right now and many were not interested in engaging with the outreach team during the game play. A few individuals took Blue Transit cards. One gentleman said he would share Blue Transit info with his neighbor who may need the service. They left copies of the HOTCOG Resource Guide at the center.



Event #13: Freestone County Senior Services 201 N Bateman Rd, Fairfield (Freestone County), 12:00 pm – 1:00 pm

Target population: Seniors

Number of individuals engaged: 35

Number of community surveys collected: 13

Summary of discussion/comments: At the beginning of the lunch, the outreach team was given the opportunity to introduce the project and let everyone know what they were doing. They circulated through the room, left survey forms for each individual, answered questions, and sat down and talked to several of the attendees. Several of the attendees said they could not really fill out the survey because the questions did not really apply to them because they drive. However, the ones team members spoke with generally either had needs that couldn't be fulfilled by Blue Transit or knew someone who had issues using Blue Transit.



After they finished speaking with the program attendees, they sat down with the director and she gave them some additional information about transportation challenges she was aware of. The team left a supply of Blue Transit cards and the remaining HOTCOG Resource Guides with the director.

Issues brought up during conversations with the director and other attendees:

- One attendee was concerned that homebound seniors, who are Meals on Wheels clients, are not aware of the transportation service available. She felt that many of the homebound seniors would come to the congregate meal if they had transportation. The director later clarified that everyone who receives services from Meals on Wheels has been made aware of Blue Transit at some point, though it is possible some have forgotten about it. She recently distributed the HOTCOG Resource Guide to all meal recipients, which has a full-page advert for Blue Transit. In the past she had also distributed Blue Transit cards along with meals.
- One attendee cited having a paralyzed friend who used a motorized wheelchair. She would use Blue Transit to go to the Walmart in Mexia to do her shopping. This gave her a valuable sense of independence. However, the last time she used it, the driver complained about having to load her groceries onto the bus and then take them up to her porch. (He did not take them inside, nor did she ask him to.) As a paralyzed wheelchair user, the rider was unable to handle all of her own



bags. It is unclear as far as what the driver's role in this situation should be. This incident occurred last year.

- One attendee said he works with the Freestone County Veterans Group, and that there is a large population of veterans here. He would like to be able to use Blue Transit to get to the VA Hospital in Waco (where he could receive treatment or get the VA bus from Waco to Temple) or get to the VA clinic in Palestine. He felt a lot of the veterans in the area are unaware of using Blue Transit to get to Waco. He said he still drives but doesn't like to drive into Waco anymore because of the congestion.
- The director cited an instance of a rider who had scheduled a ride to a local mammogram appointment in Fairfield. The bus never showed up.
- The director has heard from people in Teague that they can't get any rides unless someone from Fairfield already has a ride scheduled for that day. This occurred as recently as two days prior to the event.
- At one time, the director was getting complaints that riders were not allowed to bring their walkers onboard the bus and had to leave them at the curb.
- A long time ago, the director heard about folks that were able to get rides to Tyler or Waco, but no return trip was provided, stranding them there.
- There is one rider who has a subscription trip scheduled to travel to the senior center for congregate meals. There is another rider who would like to use Blue Transit to attend the congregate meals. Even though the second rider is located on the way from the pick-up location of the subscription rider to the destination, the second rider was told they could not ride because the first rider was a subscription rider. This is a recent issue.

Additional Events

In addition to the pop-up events, HOTCOG and stakeholder staff promoted the Coordination Plan and the community survey at the following locations:

- Bi-Stone Back to School Bash, Bi-Stone Family Resource Center (Mexia), August 4, 2025
- Rosebud City Hall Medicare event (Rosebud), September 4, 2025
- Hill County Resource Expo (Hillsboro), September 30, 2025
- Bosque County Health Fair, Texas A&M AgriLife Extension Service (Meridian), October 2, 2025.
- Annual Health and Wellness Fair, Freestone Medical Center (Fairfield), October 10, 2025.
- Waco Family Medicine Healthy Families Expo (Waco), November 8, 2025.

Stakeholder Survey

In September 2025, a self-administered survey was distributed to nearly 300 community stakeholders. The stakeholder engagement included outreach to a wide array of service providers including public, private, and non-profit transportation providers; human services providers; healthcare organizations; advocates of individuals with disabilities, seniors, low-income and unhoused persons, and veterans; workforce agencies; educational institutions; and faith-based organizations.

To facilitate the survey's distribution, the project team compiled a database of community stakeholders located within the six-county project area: Bosque, Falls, Freestone, Hill, Limestone, and McLennan counties. The greatest population is located within McLennan County, which includes the city of Waco.



Multiple attempts were made via email, first class mail, phone, and discussion at HOTCOG’s regular Regional Coordination Committee meetings to encourage survey participation. Responses were received between September 4, 2025 and October 30, 2025. This analysis reflects responses/data received from one hundred respondents representing 91 entities, including:

1. Adult Protective Services
2. Amada Senior Care
3. AVIR Health Group
4. Baylor Center for Developmental Disabilities
5. Bosque County Judge
6. Bosque County Senior Services
7. Bosque County Senior Services – Meals on Wheels
8. Boys and Girls Club of Hill County
9. CASA of Hill County
10. Chilton Independent School District
11. City of Blum
12. City of Carls Corner
13. City of Clifton
14. City of Fairfield
15. City of Golinda
16. City of Iredell
17. City of Lacy Lakeview
18. City of Malone
19. City of Streetman
20. City of Teague
21. City of Tehuacana
22. City of Thornton
23. City of Valley Mills
24. City of Walnut Springs
25. City of Whitney
26. City of Woodway
27. City of Wortham
28. Clifton Housing Authority
29. Communities in Schools of the Heart of Texas
30. Crawford Independent School District
31. Dew Independent School District
32. Encompass Health
33. Fairfield Independent School District
34. Falls County Commissioner
35. Falls County Judge
36. Freestone County (3)
37. Freestone County Senior Services
38. Freestone Medical Center
39. Golden Age Health Plans
40. Goodall Witcher Healthcare
41. Groesbeck Housing Authority
42. Heart of Central Texas Independent Living Center
43. Heart of Texas Area Agency on Aging
44. Heart of Texas Behavioral Health Network (Adult)
45. Heart of Texas Behavioral Health Network (Youth)
46. Heart of Texas Veterans One Stop
47. Heart of Texas Workforce Solutions
48. Hill County 66th District Judge
49. Hill County Community Supervision & Corrections Department (CSCD)
50. Hill County Elections Administration
51. Hill County Indigent Healthcare
52. Hill County Veterans Office
53. Hill Regional Hospital (2)
54. Hillsboro County Library
55. Hillsboro Interfaith Ministries
56. Hubbard Housing Authority
57. Iredell Independent School District
58. Kopperl Independent School District
59. Limestone Medical Center
60. Lorena Independent School District
61. Lott Housing Authority
62. Marlin Civic Center
63. Mart Independent School District
64. McLennan County Health Services
65. Meals on Wheels Waco
66. Mexia Housing Authority
67. Morgan Independent School District
68. Mount Calm Independent School District
69. Navarro College – Mexia
70. REACH Across Hill County (2)
71. Red Door Food and Hygiene Pantry
72. Rosebud Housing Authority



- | | |
|------------------------------------------------------------------------|-------------------------------------------------------|
| 73. Sul Ross Senior Center at Dewey | 82. Tri-Cities Ministries |
| 74. Teague Housing Authority | 83. Trinity Lutheran Church, ELCA |
| 75. Teague Public Library | 84. VA Medical Center |
| 76. Texas A&M AgriLife Extension – Bosque County | 85. Waco Housing Authority |
| 77. Texas A&M AgriLife Extension – Freestone County | 86. Waco Independent School District – Transportation |
| 78. Texas A&M AgriLife Extension – McLennan County | 87. Waco-McLennan Office of Emergency Management |
| 79. Texas Area Health Education Center (AHEC) East – Waco Region | 88. Waco Shepherds Heart Inc. |
| 80. Texas Veteran Commission | 89. Waco Transit System |
| 81. Texas Workforce Solutions – Vocational Rehabilitation Services (2) | 90. Walnut Springs Independent School District |
| | 91. Wortham Independent School District |

A full list of the stakeholders included in the outreach effort is provided as Appendix A.

The survey sought to gain first-hand insight into the specific offerings/programs provided by the individual respondent organization, the core functions of the respondent, approximate size of the client base, location (i.e., which county) where most of the respondent’s clientele reside, ability to meet current transportation needs (as well as barriers to same), specifics as to client mobility/transportation needs, most significant transportation challenges, and preferred (greatest) transportation enhancements.

Key findings from the survey are presented below.

Summary of key findings:

- “Government” accounted for more than half (50.5 percent) of all survey respondents.
- Most common core functions included education (21.1 percent), information/referral (21.1 percent), City or County government/services (17.8 percent), social services (13.3 percent), and healthcare (general) (13.3 percent).
- With respect to “client/member base”, organizational size varied considerably, with one-quarter citing 100 to 149 individuals and 22.8 percent citing 1,000 to 4,999 individuals.
- Four demographic cohorts stood out with respect to populations served: “older adults” (67 percent), “low-income individuals” (62 percent), “non-ambulatory adults with a physical disability” (49 percent), and “ambulatory adults with a physical disability” (48 percent).
- Respondent organizations serve individuals in all six counties within the project area. The two counties with the highest number of responses were Hill (34.3 percent) and McClennan (30.3 percent).
- Twenty percent of respondents directly transport clients while 37.8 percent provide no transportation service or support, either directly or indirectly.
- With respect to other forms of transportation assistance, 36.7 percent refer clients to transportation guides or websites and 23.3 percent provide transportation guides or schedules, while an additional 22.2 percent use 211 Texas to provide their clients with transportation information.



- Respondents indicated having clients who encounter challenges (sometimes often) accessing four relatively common travel destinations: medical (64.6 percent), shopping (51.2 percent), work and/or school (46 percent), and veterans' services (44 percent).
- Lack of knowledge about available services and/or how to use them represented one of the most common barriers to use of public transportation.
- The most significant challenges respondents cited with respect to providing transportation services were lack of transportation services in the areas served (39.1 percent), lack of operating funding (27.5 percent), insufficient staffing (23.2 percent), and lack of capital funding (vehicle purchases) (21.7 percent). More than 39 percent of stakeholders said transportation was not part of their organization's core mission.
- Stakeholder organizations are most interested in learning about or participating in coordinated outreach/public engagement (23.8 percent).

Stakeholders were also given ample opportunity to provide open-ended responses. Several of the issues identified by stakeholders are cited below.

1. Lack of capacity on Blue Transit to meet the demand for trips (riders cannot get trips for months, in some cases).
2. Being told trips are only provided on certain days and times.
3. Clients don't have the funds to afford public transportation. (This is based on the out-of-pocket cost to the client, not the total cost to the transportation provider to deliver the trip. It is likely many riders and stakeholders do not have a solid understanding as to the true cost of a customer trip.)
4. Insurance plan only covers a certain number of trips per year, and a round trip counts as two trips.
5. Inconsistent service schedule or having to use multiple transportation services.
6. Bus stops in Waco that don't offer any shelter.
7. Lack of knowledge about available transportation programs.
8. Lack of access to medical appointments (both local and specialists), which results in missed appointments and impacts the quality of medical care.
9. Lack of communication about changes to schedules.
10. Long wait times for some disabled clients.
11. Lack of information about how to use the transit network (bus routes in Waco, transfers, making a reservation, etc.).
12. Long travel times for out-of-county trips.
13. Issues with eligibility in Golinda since the city straddles McLennan and Falls counties.
14. Clients with mental illness and veterans with PTSD may have trouble using transit due to anxiety and other issues.
15. Would like to see more of an Uber or taxi model, especially for seniors who tire easily and cannot be on a bus all day.

A discussion of each survey question is provided in Appendix D.



Exhibit 2.1 Stakeholder survey instrument

**Heart of Texas Council of Governments
Regional Public Transportation Coordination Plan
Stakeholder Survey**



Response deadline: September 26, 2025

This survey may also be completed online at <https://www.surveymonkey.com/r/YWWFM9S>

Section 1: Organization background

1. Tell us about your organization.

Organization Name:			
Organization Address:			
Your Name:		Your Title:	
Email:		Phone #:	

2. What best describes your organization's service area? (Select all that apply.)

- Bosque County
- Falls County
- Freestone County
- Limestone County
- Hill County
- McLennan County
- Areas outside these six counties
- Other (describe): _____
- Location(s) within Bosque County, but not the whole county
- Location(s) within Falls County, but not the whole county
- Location(s) within Freestone County, but not the whole county
- Location(s) within Limestone County, but not the whole county
- Location(s) within Hill County, but not the whole county
- Location(s) within McLennan County, but not the whole county
- Statewide

3. Which of the following best describes your organization?

- Government
- Public
- Private non-profit
- Private for-profit
- Other (specify): _____

4. What historically transportation-disadvantaged populations are primarily served by your organization? (Select all that apply.)

- Older adults (age 60+)
- Adults with physical disabilities (ambulatory)
- Adults with physical disabilities (non-ambulatory, including wheelchairs)
- Adults with cognitive or developmental disabilities
- Children with physical disabilities (ambulatory)
- Children with physical disabilities (non-ambulatory, including wheelchairs)
- Children with cognitive or developmental disabilities
- Youth (under age 12)
- Youth (age 12-18)
- Low-income individuals
- Unhoused individuals
- Veterans
- Persons with limited English proficiency
- Job/employment seekers
- Other (describe): _____

Please note: Throughout this survey the term "client" refers to the individuals served by a given organization. This term is intended to refer to the clients, members, patients, students, and/or participants of the programs and services offered by your organization.

5. What is the approximate size of your organization's client base (e.g., how many individual clients do you regularly serve in an average year)?

- Fewer than 100
- 100 to 249
- 250 to 499
- 500 to 999
- 1,000 to 4,999
- 5,000 or more

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6. What are the core functions of your organization? (Select all that apply.)

- General public transportation
- Home-to-school transportation
- Client transportation
- Non-emergency medical transportation
- Healthcare: general
- Healthcare: specialized
- Healthcare: dialysis
- Rehabilitation services
- Nutrition (e.g., congregate meals, meal delivery)
- Social services
- Other (describe): _____
- Counseling
- Education (e.g., K-12 schools, higher education)
- Screening
- Information/referral
- Day program/treatment
- Residential facilities
- Job training
- Job placement
- Recreation/social
- Childcare (including after-school programs)

7. What support, if any, does your organization provide for client transportation? (Select all that apply.)

- Directly transport clients yourself using an agency vehicle.
- Contract with a transit provider for client trips.
- Schedule paratransit trips on behalf of individual clients.
- Transport clients through a volunteer driver program.
- Provide initial assistance in obtaining transportation (client responsible for follow up).
- Provide mobility management/travel training.
- Provide clients with transportation guides/schedules.
- Refer clients to transit provider guides or websites.
- Plan transportation for clients using Google Transit or an online trip planner.
- Use 211 Texas to provide information to clients.
- Provide clients with tickets or passes to use public transit or paratransit.
- Provide mileage reimbursement or gas money.
- Pay for car repairs or other car expenses.
- Other (describe): _____
- None

8. As part of the public engagement for this Coordination Plan, HOTCOG is conducting a community survey of historically transportation-disadvantaged individuals. Would your organization be willing to help reach those populations by providing the community survey to the clients of your organization over the next few weeks? Or by allowing HOTCOG to host a pop-up event at your location during the week of October 20, 2025?

- Yes No Maybe

The following sections are intended to provide insight into transportation/mobility needs affecting your clients/members/etc. as well as any transportation programs your organization may provide. Given the organizations targeted within the Heart of Texas region are diverse in scope, not every question may apply to you. Please answer the questions as thoroughly as possible. If a question does not apply to your organization, leave it blank. There is an opportunity at the end of Section 3 to provide additional comments about your organization, its needs, and its services.

Continued on next page →



Section 2: Your organization's transportation needs

9. How frequently do your clients report challenges in meeting the following transportation needs?

Need	Often	Sometimes	Rarely	Never	Not Applicable
Medical trips (doctor visits, dialysis, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to veterans' services (including medical)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Essential shopping (groceries, medicine)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transportation to work and/or school	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Daycare or elementary school trips	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
After-school trips	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Weekday trips	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Evening trips	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Saturday trips	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sunday trips	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Making same-day reservations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accessibility/path of travel to bus stop	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transfers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transportation outside their home county	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trip planning and information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (describe):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. If you indicated "often" to any of the statements in the previous question, tell us more about these needs.

11. Are there specific geographic areas you serve where transportation is particularly problematic for your clients? If so, where and why?

12. Are there times of day when your clients need to travel but service is not available? When and where?

13. Do you have clients for which a transportation service is available to meet their needs, but they are not eligible to use it? If so, please describe.

14. What transportation needs are the most significant problems for your clients?

Continued on next page →



15. To what extent do the following barriers prevent your organization's clients from accessing available public transit and human services transportation options?

Barrier	Not applicable	A few	Some	Most	All
Safety concerns (such as fear of waiting at a bus stop or riding with other people)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Language barriers (resulting in inability to arrange trips or get transit information)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Literacy (inability to read or understand information about transportation services)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of knowledge about what transportation services are available or how to use them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

16. If language is a barrier impacting use of public transportation, which language(s)? _____

17. What other barriers prevent your organization's clients from using currently available transportation services?

18. Is there anything else you would like us to know about your organization, the services you provide, or the populations you serve that is relevant to this Coordination Plan update?

Section 3: Local transportation coordination

19. What are the most significant challenges your organization faces with respect to providing and/or coordinating transportation services? (Select all that apply.)

- Lack of funding to meet current transportation/mobility needs (through direct operation or contracting with a provider)
- Lack of funding to support coordination activities
- Lack of funding to purchase vehicles
- Insufficient organizational staffing to provide services
- Insurance concerns (e.g., terms/conditions do not allow transportation of non-agency passengers, etc.)
- Policy considerations (e.g., limitation to where trips can originate or terminate)
- Lack of transportation services in areas served
- Regulations are too restrictive as to who is eligible for transportation services
- Unable to mix and/or coordinate grants from different entities
- Inability to comply with restrictive grant or funding guidelines or reporting
- Not part of our organization's core mission
- Other (describe): _____

Continued on next page →



20. What types of coordinated services might your organization be interested in learning more about and/or participating in?

- Sharing vehicles
- Joint vehicle purchasing
- Insurance cooperatives
- Cooperative fuel purchases
- Sharing passenger trips
- Sharing dispatching software
- Coordinated schedules
- None
- Other (describe): _____
- Cooperative travel training
- Joint staff/driver training
- Cooperative vehicle/fleet maintenance
- Cooperative transportation marketing/promotion activities
- Co-location of facilities, programs, or services
- Joint grant funding applications (e.g., federal fund braiding)
- Coordinated outreach/public engagement activities

21. Does your organization currently receive any funding for transportation programs or services (or programs supporting client transportation)? If so, describe.

22. Are there any other issues, concerns, or information you believe to be relevant to this issue?

23. Would you be interested in engaging with our project team to discuss the mobility and transportation needs specific to your organization and the population(s) it serves?

- Yes
- No
- Maybe

24. Does your organization directly operate, contract for, or subsidize any kind of transportation program or services?

- Yes
- No

If you answered yes, and your organization has not received a separate Transportation Provider survey, please contact Kathy at kathy@moore-associates.net to request one be sent to you.

Thank you for your participation! Please email your completed survey to kathy@moore-associates.net.



Community Survey

In February 2025, the Texas Department of Transportation (TxDOT) released its guidebook which communicates the goals, objectives, and methodology for preparation of Regionally Coordinated Transportation Plans such as that prepared on behalf of the Heart of Texas Council of Governments (HOTCOG). Included within the guidebook is clear direction as to recommended public engagement activities and processes. The community transportation survey is one of the engagement tactics discussed therein.

A 17-question survey instrument was designed to capture a basic profile of the individual survey respondent (e.g., age, preferred language, presence of disability impacting mobility), current mobility behavior and patterns, perceived transportation barriers to accessing day-to-day activities (e.g., work, shopping, healthcare, etc.), and identification of potential motivators/enhancements which could impact/influence future use of the current or enhanced regional transportation network.

The community survey was available August 18 through October 30, 2025. In total, 261 valid responses were received. The survey was available online via the bilingual project webpage and at community events throughout the project area (August, September, and October). This included the 13 pop-up events hosted in each of the six counties between October 20 and October 24, 2025, as well as seven additional events attended by HOTCOG staff.

The survey instrument was produced in both Spanish and English to encourage the broadest possible participation. Of 261 valid responses, only 2.3 percent were completed in Spanish. Further, depending upon the nature/scope of the community event, Spanish-speaking project representatives were available to assist with survey completion/participation.

Lastly, to encourage survey participation, each person completing a survey in advance of the participation deadline was entered into a random drawing for one of several \$50 VISA gift cards.

Key takeaways:

- Survey participation was spread across all six counties with the greatest participation in McLennan county. This is not surprising given McLennan county is home to Waco, the city with the greatest population.
- The RCTP is particularly focused on the mobility needs of historically transportation-disadvantaged individuals including older adults, low-income individuals, and persons with disabilities. While there was some duplication across these demographic cohorts, 37.9 percent self-identified as age 65 or older, 30.3 percent as low-income, and 21.1 percent as having a disability which impacts their mobility.
- Nearly 72 percent of respondents who indicated what types of transportation they used noted driving their own vehicle, while 26.5 percent indicated reliance on family and/or friends. Nearly one-quarter indicated reliance on public transit/transportation.
- Public transit ridership was spread across Waco Transit (50 percent), HOTRTD Blue (40.9 percent), and McLennan Rural Transit (22.7 percent).
- Nearly 40 percent identified a lack of transportation as a barrier to accessing common day-to-day activities, the most common being access to healthcare.



- The most commonly cited transportation challenges were a lack of transportation service to the desired destination, lack of knowledge about how to get/obtain information about transportation services, and transportation services not being available when riders need to travel.
- Travel between an individual's home community and areas within the six-county region was the most frequently cited challenge (28.1 percent of those who indicated having trouble making some types of trips). Specified locations included McLennan, Hill, and Limestone counties.
- Challenges specific to accessing healthcare was the most commonly cited transportation need.
- In terms of travel outside the six-county region, access to destinations in the Dallas/Fort Worth metroplex was (by far) the most frequently cited need. The most common trip purpose for out-of-area trips was healthcare.

A discussion of each survey question is provided in Appendix E.



Exhibit 2.2 Community survey instrument (English)



HEART OF TEXAS
COUNCIL OF GOVERNMENTS

**2026 Regionally Coordinated Transportation Plan
Community Transportation Survey**

The Heart of Texas Council of Governments (HOTCOG) is preparing an update of the region's five-year Coordinated Transportation Plan. The Plan seeks to identify practical, sustainable, and cost-effective strategies for improving the region's mobility. By completing this short survey, you will help us learn about your current and future transportation needs and priorities. Participants will have the option to be entered into a random drawing for a series of \$50 VISA gift cards.

1. What county do you live in?

- Bosque Hill
- Falls Limestone
- Freestone McLennan

2. What city, town, or community do you live in?

3. Which of the following designations apply to you? (Check all that apply.)

- I am an older adult (age 65 or older).
- I have a disability.
- I live in a low-income household.
- My household has no working vehicles.
- I live in a household with multiple drivers but only one working vehicle.
- I am age 18 or younger.
- I do not speak English very well or at all.
- I am a military veteran.
- I am a client of a workforce agency.
- I am actively seeking a job/employment.
- None of the above.

4. What type(s) of transportation do you currently use? (Check all that apply.)

- Public transportation – which service(s)? (Check all that apply)
 - Waco Transit
 - McLennan Rural Transit
 - HOTRTD (Blue Transit)
 - Other (specify): _____
- Drive my own vehicle (car/truck/motorcycle)
- Ride with a friend or family member
- Use a taxi, Uber, or Lyft
- Walk, bike, or other active transportation
- Motorized wheelchair or mobility scooter
- Transportation provided by an organization or social service agency – which one(s)? _____
- Transportation provided by a school – which one? _____
- Non-emergency medical transportation (e.g., SafeRide)

5. Are you unable to access any of the following destinations or services due to lack of transportation? (Check all that apply.)

- Not applicable Healthcare appointments
- Dialysis Educational/workforce training
- Social services Courts
- Childcare Travel to a job
- Travel home from a job
- Shopping/personal errands
- Food pantry or similar services
- Social activities/recreation
- Other (specify): _____

6. Which of the following transportation challenges do you typically experience? (Check all that apply.)

- I am able to travel as I need.
- There is no transportation to or from where I live.
- There is no transportation to places I need to go.
- The transportation that is available does not operate at the time(s) I need to travel.
- I cannot afford the transportation options that are available – which one(s)? _____
- I'm not eligible to use the transportation options that are available – why? _____
- I'm unable to use the transportation options that are available – why? _____
- I don't know how to get information about transportation services available to me.

7. Are the trips you have trouble making: (Check all that apply.)

- Located within your home community
- Located outside your home community, but within Bosque, Falls, Freestone, Hill, Limestone, or McLennan counties
- Located outside your home community and outside Bosque, Falls, Freestone, Hill, Limestone, and McLennan counties
- Not applicable

Continued on back



8. If you have trouble making trips to locations outside your home community but within Bosque, Falls, Freestone, Hill, Limestone, or McLennan counties, where do you need to travel?

8a. Why do you need to go to the location(s) cited in Question 8 (e.g., healthcare, shopping, education, employment, veterans services, etc.?)

9. If you have trouble making trips to locations outside of Bosque, Falls, Freestone, Hill, Limestone, and McLennan counties, where do you need to travel? (check all that apply)

- Austin
- Corsicana
- Nacogdoches
- Other: _____
- Bryan
- Dallas/Fort Worth
- Temple

9a. Why do you need to go to the location(s) cited in Question 9 (e.g., healthcare, veterans services, etc.?)

10. What other trips do you have trouble making? Be specific (where, what time, etc.)

11. What change(s) could enable you to make these trips?

12. Which of the following groups includes your age?

- 18 or under
- 19 to 24
- 25 to 44
- 45 to 64
- 65 to 74
- 75 and older

13. Please indicate which languages are spoken in your home (Check all that apply.)

- English
- Spanish
- Other (specify): _____

14. As part of this project, HOTCOG will be conducting a series of focus groups designed to solicit further public input regarding the region's transportation needs and priorities. Would you be interested in participating in a focus group conducted in-person either at a location in the county in which you live or virtually?

- Yes
- No

If yes, indicate which type(s) of group you would be willing to attend and provide your first name and either an email address or phone number. Each focus group participant will receive a modest stipend as a token of appreciation.

- In-person focus group in my home county.
- Virtual focus group (participate from any county)

First name: _____

Email address: _____

Phone number: _____

- I will need an interpreter.

Language: _____

Thank you for completing this survey. Your feedback is important. In order to be entered into a random drawing for a series of \$50 VISA gift cards, please provide your contact information below.

- Use contact information provided above
- Please keep me updated about this project (email address required)

First name: _____

Phone number: _____

Email address: _____

All personal information will be kept confidential. It will only be used for the express purposes cited herein.





Exhibit 2.3 Community survey instrument (Spanish)



Plan regional de transporte coordinado 2026
Encuesta comunitaria sobre transporte

Heart of Texas Council of Governments (HOTCOG) está preparando una actualización al Plan quinquenal de transporte coordinado. El plan busca identificar estrategias prácticas, sostenibles y restables para mejorar la movilidad de la región. Al realizar esta encuesta breve, nos ayudará a conocer sobre sus necesidades y prioridades actuales y futuras en cuanto al transporte. Los participantes tendrán la opción de ingresar en un sorteo para ganar una de las tarjetas de regalo VISA de \$50.

1. ¿En qué condado vive?

- Bosque Hill
- Falls Limestone
- Freestone McLennan

2. ¿En qué ciudad, pueblo o comunidad vive?

3. ¿Cuál de las siguientes designaciones se aplica a usted? (Marque todas las que correspondan.)

- Soy un adulto mayor (65 años o más).
- Tengo una discapacidad.
- Vivo en un hogar de bajos ingresos.
- Mi hogar no cuenta con ningún vehículo en funcionamiento.
- Vivo en un hogar con varios conductores, pero un solo vehículo en funcionamiento.
- Tengo 18 años o menos.
- No hablo inglés o no lo hablo muy bien.
- Soy un exmilitar.
- Soy cliente de una agencia de empleo.
- Estoy buscando trabajo/empleo activamente.
- Ninguna de las anteriores.

4. ¿Qué tipo/s de transporte utiliza actualmente? (Marque todas las que correspondan.)

- Transporte público – ¿qué servicios? (Marque todas las que correspondan)
 - Waco Transit
 - McLennan Rural Transit
 - HOTRTD (Blue Transit)
 - Otro (especificar): _____
- Conduzco mi propio vehículo (automóvil/camión/motocicleta)
- Viajo con un amigo o familiar
- Uso taxi, Uber o Lyft
- Camino, ando en bicicleta u otro medio de transporte activo
- Silla de ruedas motorizada o scooter para personas con movilidad reducida
- Transporte proporcionado por una organización o agencia de servicio social – ¿cuál? _____
- Transporte proporcionado por una escuela – ¿cuál? _____
- Transporte médico no urgente (p. ej., SafeRide)

5. ¿No puede acceder a cualquiera de los siguientes destinos o servicios debido a la falta de transporte? (Marque todas las que correspondan.)

- No aplica Citas médicas
- Diálisis Educación/formación laboral
- Servicios sociales Tribunales
- Cuidado de niños Viaje al trabajo
- Viaje de regreso al hogar desde del trabajo
- Compras/trámites personales
- Despensa de alimentos o servicios similares
- Actividades sociales/recreación
- Otro (especificar): _____

6. ¿Cuál de los siguientes desafíos relacionados al transporte suele enfrentar? (Marque todas las que correspondan.)

- Puedo viajar cuando lo necesito.
- No hay transporte hacia o desde donde vivo.
- No hay transporte a los lugares donde necesito ir.
- El transporte disponible no tiene servicio en los horarios que lo necesito.
- No puedo pagar las opciones de transporte que hay disponibles – ¿cuáles? _____
- No soy elegible para usar las opciones de transporte que hay disponible – ¿por qué? _____
- No puedo usar las opciones de transporte que hay disponible – ¿por qué? _____
- No sé cómo obtener información sobre los servicios de transporte disponibles para mí.

7. Los viajes que le resultan difíciles de hacer, se encuentran: (Marque todas las que correspondan.)

- Dentro de su comunidad de origen
- Fuera de su comunidad de origen, pero dentro de los condados de Bosque, Falls, Freestone, Hill, Limestone o McLennan
- Fuera de su comunidad de origen y fuera de los condados de Bosque, Falls, Freestone, Hill, Limestone o McLennan
- No aplica

Sigue en el reverso →



8. Si tiene dificultades para realizar viajes a lugares fuera de su comunidad de origen, pero dentro de los condados de Bosque, Falls, Freestone, Hill, Limestone o McLennan, ¿a dónde necesita viajar?

8a. ¿Por qué necesita ir a los lugares mencionados en la Pregunta 8 (p. ej., salud, compras, educación, empleo, servicios para veteranos, etc.)?

9. Si tiene dificultades para realizar viajes a lugares fuera de los condados de Bosque, Falls, Freestone, Hill, Limestone y McLennan, ¿a dónde necesita viajar? (marque todas las que correspondan)

- Austin Bryan
- Corsicana Dallas/Fort Worth
- Nacogdoches Temple
- Otro (especificar): _____

9a. ¿Por qué necesita ir a los lugares mencionados en la Pregunta 9 (p. ej., salud, servicios para veteranos, etc.)?

10. ¿Qué otros viajes le resultan difíciles de hacer? Sea específico (dónde, a qué hora, etc.)

11. ¿Qué cambios le permitirían hacer estos viajes?

12. ¿Cuál de los siguientes grupos incluye su edad?

- 18 o menos 45 a 64
- 19 a 24 65 a 74
- 25 a 44 75 o más

13. Indique qué idiomas se hablan en su hogar (Marque todas las que correspondan.)

- Inglés Español
- Otro (especificar): _____

14. Como parte de este proyecto, HOTCOG realizará una serie de grupos de discusión diseñados para recabar más opiniones del público sobre las necesidades y prioridades de transporte de la región. ¿Estaría interesado en participar en un grupo de discusión que se llevará a cabo de forma presencial en un lugar del condado en el que vive o de forma virtual?

- Sí No

Si la respuesta es sí, indique en qué tipo de grupo estaría dispuesto a participar y proporcione su nombre y una dirección de correo electrónico o número de teléfono. Cada participante del grupo de discusión recibirá un pequeño estipendio como muestra de agradecimiento.

- Grupo de discusión presencial en mi condado de origen.
- Grupo de discusión virtual (participe desde cualquier condado)

Nombre: _____

Dirección de correo electrónico: _____

Número de teléfono: _____

- Voy a necesitar un intérprete.
Idioma: _____

Gracias por realizar esta encuesta. Su opinión es importante. Para ingresar en un sorteo para ganar una serie de tarjetas de regalo VISA de \$50, proporcione su información de contacto a continuación.

- Use la información de contacto proporcionada anteriormente.
- Manténganme informado sobre este proyecto (se requiere dirección de correo electrónico).

Nombre: _____

Número de teléfono: _____

Dirección de correo electrónico: _____

Toda la información personal se mantendrá confidencial. Solo se utilizará para los fines expresamente indicados en el presente documento.



Summary of Observations and Findings from Public Engagement

Throughout the community and stakeholder engagement, the project team encountered several reoccurring themes with respect to transportation challenges. The following is a list of observations based on stakeholder and community survey responses, conversations with individuals and stakeholders, and discussions with HOTCOG staff and committees.

1. The most frequently-cited issue was a lack of available transportation service in the rural counties (Blue Transit service area). We identified a number of challenges specific to this issue:
 - Requested trips were unable to be booked due to a lack of capacity. This was particularly acute earlier this year when Blue Transit experienced a significant reduction in its budget. During that time, Blue Transit had to serve the trips that were already scheduled and was not booking new trips for that time, but for a couple of months out. Numerous individuals and stakeholders cited being told that no trips were available for when they were needed.
 - One stakeholder cited a specific instance of riders in Teague not being able to get a ride unless Blue Transit was already serving riders in Fairfield. While this is one instance, it is not inconsistent with other anecdotal feedback that no public transportation exists in certain parts of the six-county region.
 - While Blue Transit officially provides service into the surrounding counties, many out-of-area trips are denied because there is no driver available to make this trip. This gives riders the false hope that they will be able to access their out-of-area appointment or destination when the likelihood of that happening with the current budget and staffing is low.
 - Some scheduling decisions do not seem to make sense. For example, one stakeholder cited a congregate meal attendee with a subscription trip to the senior center. There is another rider who lives between the attendee and the senior center, but their ride request has been refused. The second rider was apparently informed that Blue Transit cannot schedule a non-subscription rider on the same trip as a subscription rider, even though they are going to the same place. While Blue Transit's reason for the scheduling may have had a solid basis (and staff said they do not provide many congregate meal trips), this was the message that was received by the rider, and it reinforces the perception that Blue Transit service cannot provide enough service.
 - Having Blue Transit operations centralized in Waco makes it harder to serve rural areas.
2. As mentioned above, there are significant challenges associated with traveling out of the six-county region. While neighboring counties are technically served by Blue Transit, the ability to provide those trips is restricted by driver availability, especially under the reduced budget. The RCC expressed an interest in facilitating transfers to transit operators in other jurisdictions. Transit operators serving the surrounding counties include the following, though none offer connections to the Dallas/Fort Worth Metroplex:
 - Brazos Transit District (Leon and Robertson counties)
 - The HOP (Bell, Coryell, and Milam counties)
 - Community Transit Service (Ellis and Navarro counties)
 - East Texas Council of Governments/GoBus (Anderson and Henderson counties)
 - City/County Transportation (Johnson County)
 - City and Rural Rides (CARR) (Erath and Hamilton counties)



3. There were numerous comments about insurance-provided transportation being unreliable, including leaving riders stranded. However, most Medicaid trips are provided by a broker, and decisions about service are out of the hands of the public transportation providers. Clients may inform the broker when they schedule their ride what service they prefer.
4. There appears to be a significant knowledge gap regarding the Blue Transit service. There is confusion about what trips it can be used for and who can use it. There is also confusion about when the service is available in different counties and communities, as riders are told service is not provided on certain days of the week.
5. There is confusion/frustration about travel into Waco, as travel beyond the initial destination must be made via Waco Transit. Many riders do not appear comfortable with this.
6. The impact of these transportation gaps, including missed healthcare appointments, lack of access to jobs and education, inability to get essential supplies, missed probation reporting, etc., have real and significant impacts on people's lives, more than just not being able to go somewhere. Missing doctor's appointments can keep people sick or keep chronic conditions uncontrolled. Missing appointments with the Department of Family and Protective Services can keep families apart. Lack of transportation to a job or school can limit current and future income.
7. Access to medical providers is often determined by which one they can get transportation to. Several individuals cited wanting to go to another doctor for their medical care, but they could not get there.
8. Despite the issues, there have been some successes. Coordination between Blue Transit and veterans' transportation was able to ensure veterans traveling from the VA facility in Temple would have a connection to return to their homes in the rural area.
9. There is some desire for earlier morning/late afternoon service on weekdays and service on weekends. Expanded weekday service would provide more options for doctor appointments as well as enable access to jobs and school. Weekend service, especially into Waco, would provide an opportunity for shopping and other activities.
10. One stakeholder noted there is a gap for transportation through the insurance provider. For non-emergent appointments, the ride must be scheduled 72 hours ahead. If an appointment is inside that time frame, the client has to call for an ambulance even though it's not an emergency.
11. Long wait times are a concern for some clients, especially those who are elderly. Others, such as veterans with PTSD or anxiety, have trouble with the environment onboard the bus.
12. There is a lack of shelters at Waco Transit stops, especially in East Waco. Since the routes operate on an hourly basis, longer waits may be required, which can be uncomfortable when there is no shade. (It is also worth considering that Waco Transit also operates on a flag stop system, and riders can board the bus at any safe intersection along the route. As a result, some popular boarding locations may not be established bus stops.)



13. Cost is a concern for some clients, and stakeholder organizations cannot always help. Some organizations receive donations or other funds that can be used to subsidize bus passes, but these may be sporadic and are not a budgeted line item.
14. Stakeholders are primarily interested in coordinated outreach and public engagement. This could be as simple as sharing other organizations' relevant information during outreach activities, or including resource links on a website.
15. Lack of funding appears to be a significant issue. Blue Transit's budget was reduced this year, and many of the stakeholders do not have any funding available for transportation.
16. While many individuals rely on driving a personal vehicle, there were a number of seniors who indicated they did not like driving into Waco or were cognizant that they were approaching a time in their lives when they might need other transportation options. Such foresight is good, as it helps raise the value of public transportation among those who do not currently use it.



Chapter 3 | Geographic Area Assessment

The purpose of this chapter is to provide geographical context for the project area. It looks at the physical location of counties and communities and key trip generators located therein, commute characteristics, primary highways and interstates, and cities located just outside of the region’s boundaries.

Heart of Texas Region

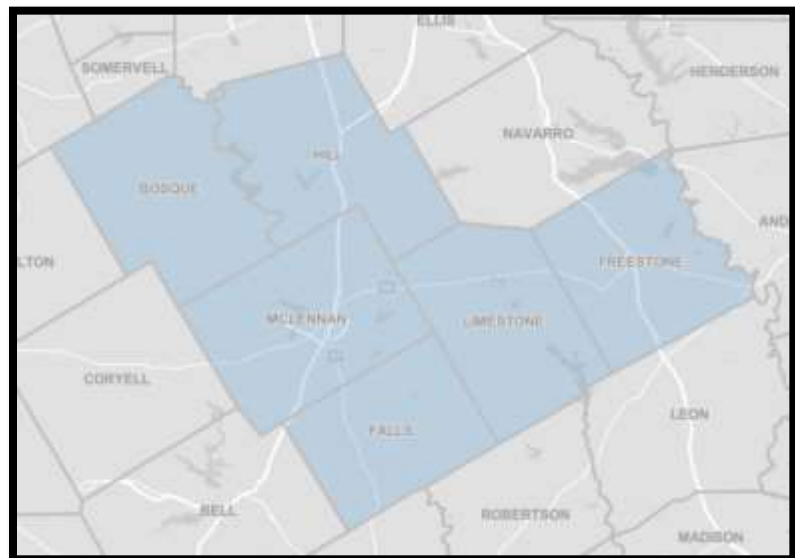
The project area for the Heart of Texas Council of Governments (HOTCOG) 2026 Regional Public Transportation Coordination Plan included a six-county region: Bosque, Falls, Freestone, Hill, Limestone, and McLennan counties.

The sub-region is characterized by mostly flat terrain, gently sloping elevations, and large undeveloped land area. Agriculture, ranching, oil and natural gas production form the economic base across the counties.

McLennan County, which includes the city of Waco (population: 140,000) has a resident population more than twice that of the five other counties combined. Of the other five counties, Falls County (17,000) has the fewest number of residents and Hill County (35,874) the most. Household sizes across the region are similar, ranging from 2.48 to 2.65 persons.

Land area also varies considerably, from 774 square miles in Falls County to 1,060 in McLennan. Income levels differ across the region, with Hill, McLennan, and Bosque counties posting relatively higher household incomes, and Falls, Freestone, and Limestone reporting lower average household incomes. Poverty rates range from 9.17 percent in Bosque County to 17.8 percent in Limestone County.

Exhibit 3.1 Map of Heart of Texas Region





Area Trip Generators and Methodology

Trip Generator Methodology

Trip generators were identified based on destinations common to the target populations included in this Coordination Plan. The following categories were used to identify trip generators within each county. There were some differences between the trip generators in the urbanized area versus the rural counties; these are described below. Criteria for selection of trip generators included:

- Community centers, including city and county community and recreation centers.
- Disability services, including independent living centers and other programs providing services to persons with disabilities.
- Educational institutions such as colleges, universities, and post-secondary technical schools.
- Food resources such as grocery stores and food pantries; in communities with few or no grocery stores, dollar stores were also identified.
- Medical facilities including hospitals, emergency clinics, and dialysis clinics; individual doctor offices are not listed unless they represent the only medical facility in a community.
- Municipal housing authorities.
- Organizations providing a variety of human and social services not covered under another category.
- Major employers in each county.
- Locations serving seniors, including senior centers and senior apartments.
- Veterans services providers such as the VA Medical Center, Veterans One Stop, and local Veterans Services Officers.
- Workforce development organizations such as Workforce Solutions.
- Youth/children's services such as Head Start, Boys and Girls Clubs, CASA, and other organizations that provide services or advocacy for children.

Commute Data

Commute data is provided to illustrate both the density of jobs within each county and to identify key employment destinations for residents within each county. Exhibits labeled "work destinations" illustrate the top most common commute destinations for persons living within that county (note that this refers to a commute, not a job, and as such does not include work that is solely remote). Exhibits labeled "commute distance" illustrate the one-way commute distance of workers living in the county; however, it does not identify how frequently they make that commute. Exhibits labeled "work inflow/outflow" illustrate how many workers living within the county also work within the county, how many residents leave the county to work elsewhere, and how many non-resident workers come into the county to work.

Bosque County

Bosque County is a predominantly agrarian area located northwest of Waco. Characterized by rolling hills, the county spans 1,003 square miles and has a population of 18,235. The county seat is Meridian, while the largest city is Clifton.

While there are no institutions of higher education in Bosque County, the county is experiencing the emergence of a "growing restaurant community," contributing to local service-industry growth.

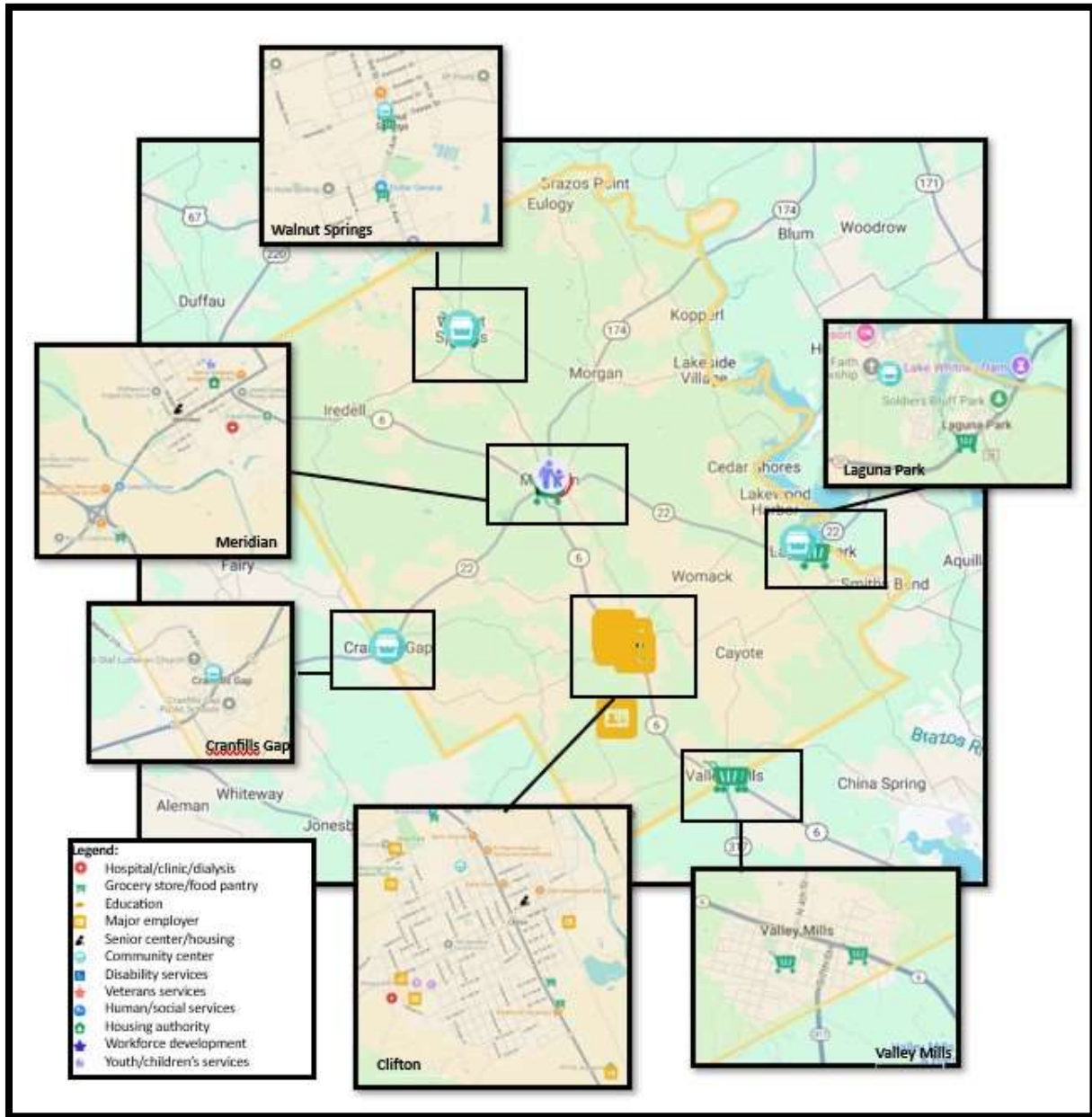


Trip generators identified for Bosque County include:

- Community centers
 - Community Center, Laguna Park
 - Silas Community Center, Clifton
 - Walnut Springs Community Center, Walnut Springs
 - Cranfills Gap Community Center, Cranfills Gap
- Grocery stores/food pantries
 - Big John Grocery and Food, Walnut Springs
 - Bosque Valley Food Pantry, Valley Mills
 - Brookshire Brothers, Clifton and Meridian
 - Brookshire Brothers Express, Valley Mills
 - David's, Clifton
 - DG Market, Clifton
 - Dollar General, Walnut Springs
 - Dollar Tree, Clifton
 - Family Dollar, Clifton
- Hospitals/clinics/dialysis
 - Goodall Witcher Hospital, Clifton
 - Dr. Sheila D. Mundy Family Practice, Meridian
- Housing authorities
 - Housing Authority of Meridian, Meridian
- Major employers
 - Clifton Independent School District, Clifton
 - Clifton Moulding Corporation, Clifton
 - Gearench, Clifton
 - Goodall Witcher Hospital, Clifton
 - Lhoist, Clifton
 - Lutheran Sunset Ministries, Clifton
 - Texas-New Mexico Power Company, Clifton
- Senior centers/housing
 - Bosque County Senior Services, Clifton
 - Meridian Senior Center, Meridian
- Youth/children's services
 - Head Start, Meridian



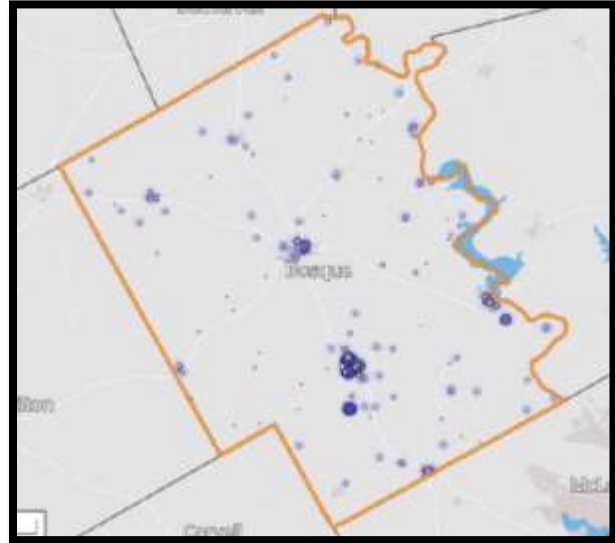
Exhibit 3.2 Bosque County trip generators





The greatest concentrations of jobs in Bosque County are in Clifton and Meridian.

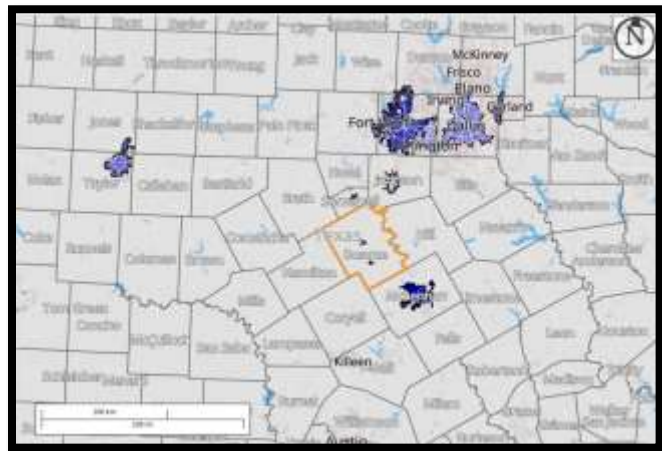
Exhibit 3.3 Bosque County job density



Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2022).

There are 7,933 workers living in Bosque County. The top employment locations within Bosque County are Clifton (831 jobs, or 10.5 percent) and Meridian (276 jobs, or 3.5 percent). Outside the county, Waco is the destination with the greatest number of Bosque County resident jobs (900 jobs, or 11.3 percent), followed closely by the Dallas/Fort Worth Metroplex (881 jobs, or 11.1 percent). Other common destinations include Abilene (263 jobs, or 3.3 percent), Glen Rose (161 jobs, or 2.0 percent), Cleburne (142 jobs, or 1.8 percent), and Austin (123 jobs, or 1.6 percent).

Exhibit 3.4 Bosque County work destinations

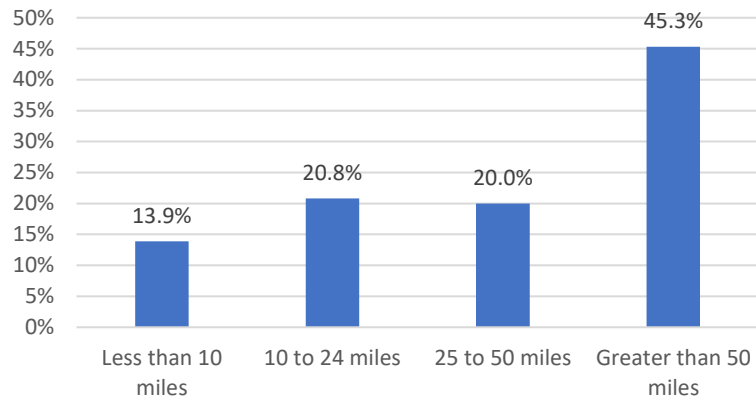


Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2022).



Nearly two-thirds of Bosque County workers travel more than 25 miles for work.

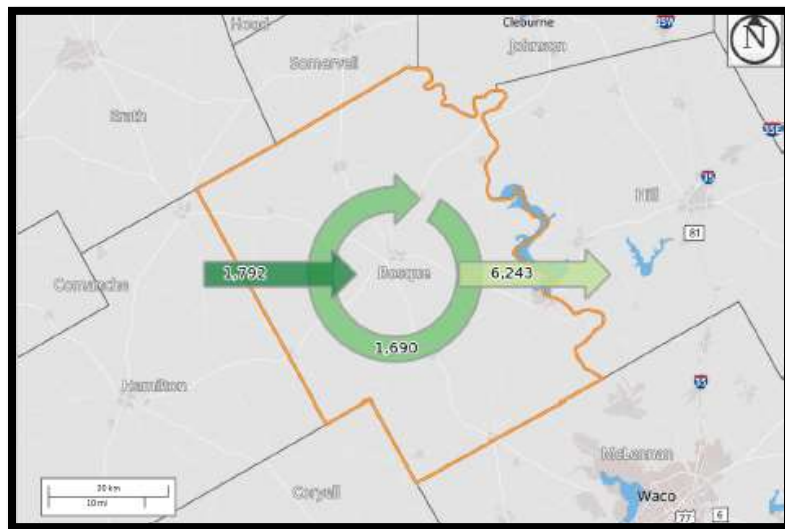
Exhibit 3.5 Bosque County commute distance



Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2022).

Of the 7,933 workers living in Bosque County, 78.7 percent are employed outside the county. Of the 3,482 jobs in Bosque County, fewer than half (48.5 percent) are filled by persons who also live in Bosque County. All other employed persons commute in from outside the county.

Exhibit 3.6 Bosque County work inflow/outflow



Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2022).



Falls County

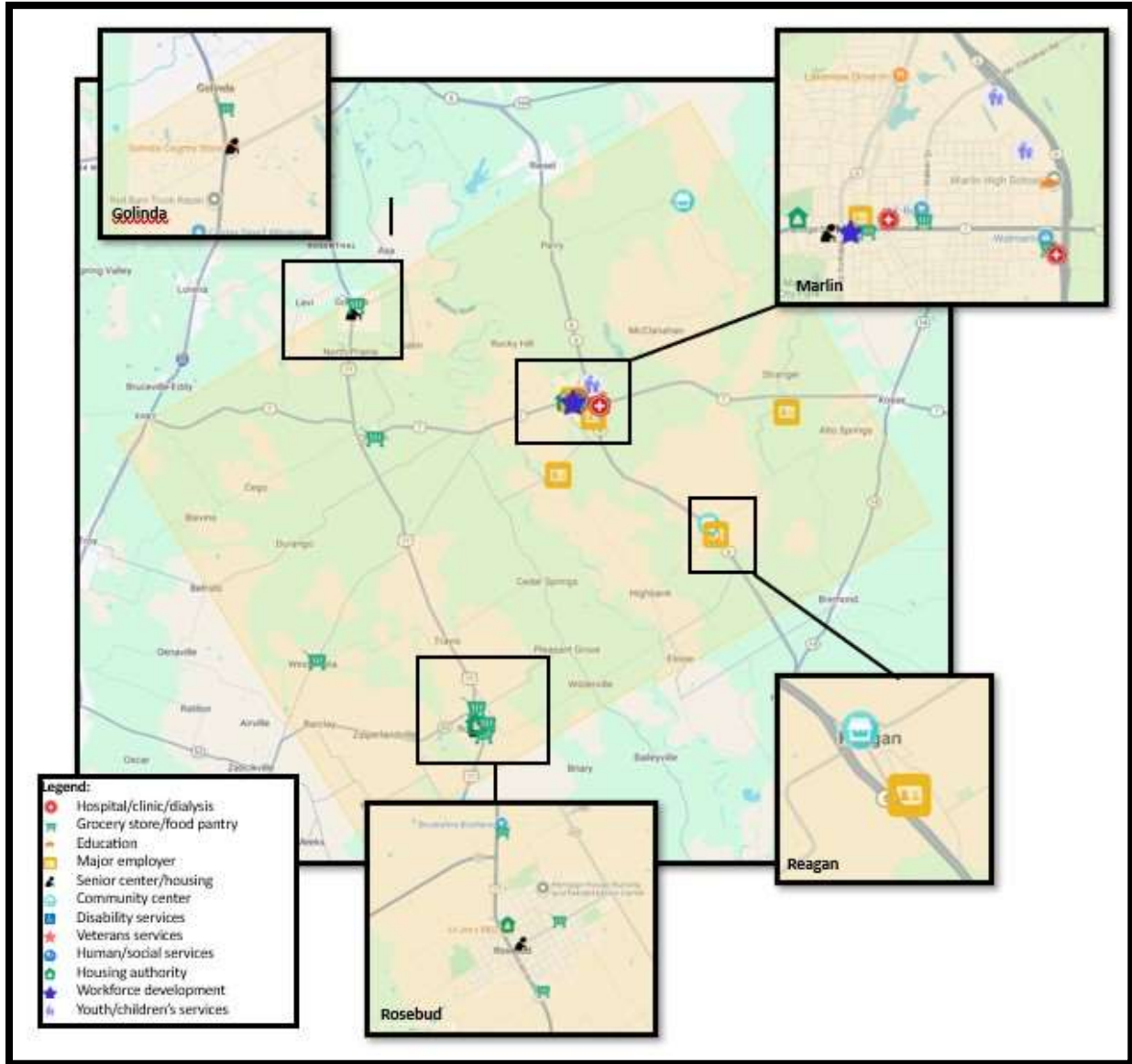
Falls County is part of the Waco Metropolitan area, located just 25 miles south of the city. With broad flat lands and low elevations, the county is predominantly agricultural and spans 774 square miles. The county seat and largest city is Marlin with a population of 5,500 persons.

Trip generators identified for Falls County include:

- Community centers
 - Otto Community Center, Otto
 - Reagan Community Center, Reagan
- Education
 - Marlin Area Professional School, Marlin
- Grocery stores/food pantries
 - Brookshire Brothers, Rosebud
 - Dollar General, Lorena and Rosebud
 - Falls County Samaritan House Food Distribution Center, Marlin
 - Family Dollar, Chilton
 - H-E-B, Marlin
 - Rosebud Community Food Pantry, Rosebud
 - Walmart, Marlin
 - Westphalia Market, Lott
- Hospitals/clinics/dialysis
 - Falls Community Hospital, Marlin
 - Fresenius Kidney Care Falls County, Marlin
- Housing authorities
 - Housing Authority of Marlin, Marlin
 - Rosebud Housing Authority, Rosebud
- Major employers
 - Marlin Independent School District, Marlin
 - Marlin Unit, Texas Department of Criminal Justice, Marlin
 - Texas Pneumatic Tools, Inc., Reagan
 - U.S. Silica, Kosse Plant
 - William P. Hobby Unit, Texas Department of Criminal Justice, Marlin
- Senior centers/housing
 - Golinda Senior Center, Golinda
 - Marlin Senior Center, Marlin
 - Rosebud Senior Center, Rosebud
- Workforce development
 - Falls County Workforce Solutions, Marlin
- Youth/children's services
 - Boys and Girls Clubs of Falls County, Marlin
 - Head Start, Marlin



Exhibit 3.7 Falls County trip generators





The greatest concentration of jobs in Falls County is in Marlin.

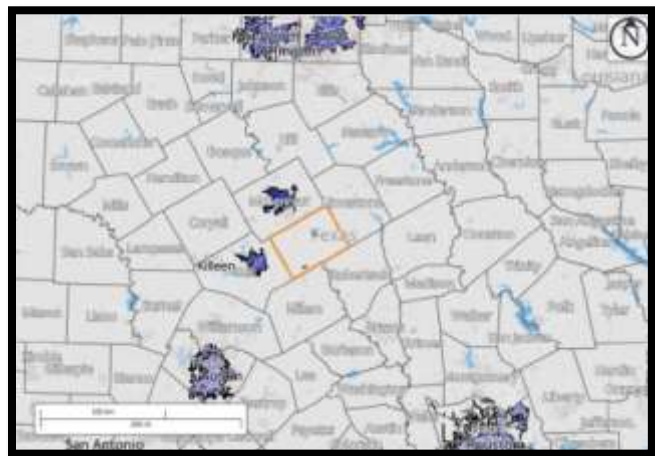
Exhibit 3.8 Falls County job density



Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2022).

There are 7,171 workers living in Falls County. The top employment locations within Falls County are Marlin (507 jobs, or 7.1 percent) and Rosebud (81 jobs, or 1.1 percent). Outside the county, Waco is the destination with the greatest number of Falls County resident jobs (1,310 jobs, or 18.3 percent), followed closely by the Dallas/Fort Worth Metroplex (635 jobs, or 8.9 percent). Other common destinations include Temple (505 jobs, or 7.0 percent), Austin (174 jobs, or 2.4 percent), Houston (170 jobs, or 2.4 percent), and San Antonio (91 jobs, or 1.3 percent).

Exhibit 3.9 Falls County work destinations

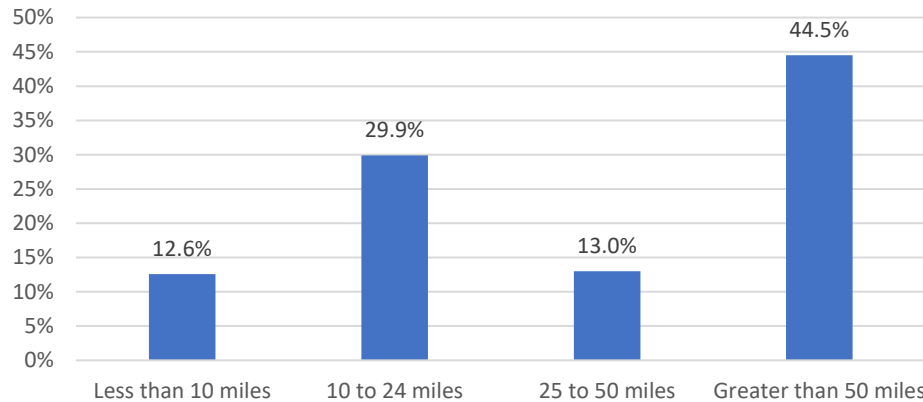


Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2022).



Nearly 45 percent of Falls County workers travel more than 50 miles for work, while nearly 30 percent travel 10 to 24 miles.

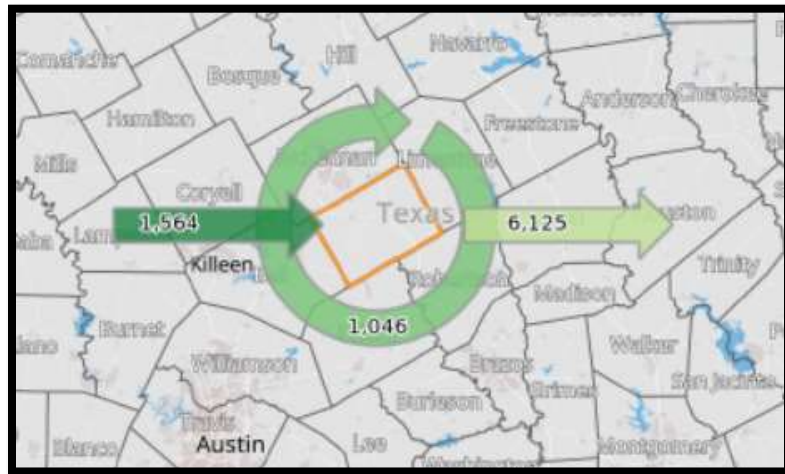
Exhibit 3.10 Falls County commute distance



Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2022).

Of the 7,171 workers living in Falls County, 85.4 percent are employed outside the county. Of the 2,610 jobs in Falls County, fewer than half (40.1 percent) are filled by persons who also live in Falls County. All other employed persons commute in from outside the county.

Exhibit 3.11 Falls County work inflow/outflow



Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2022).



Freestone County

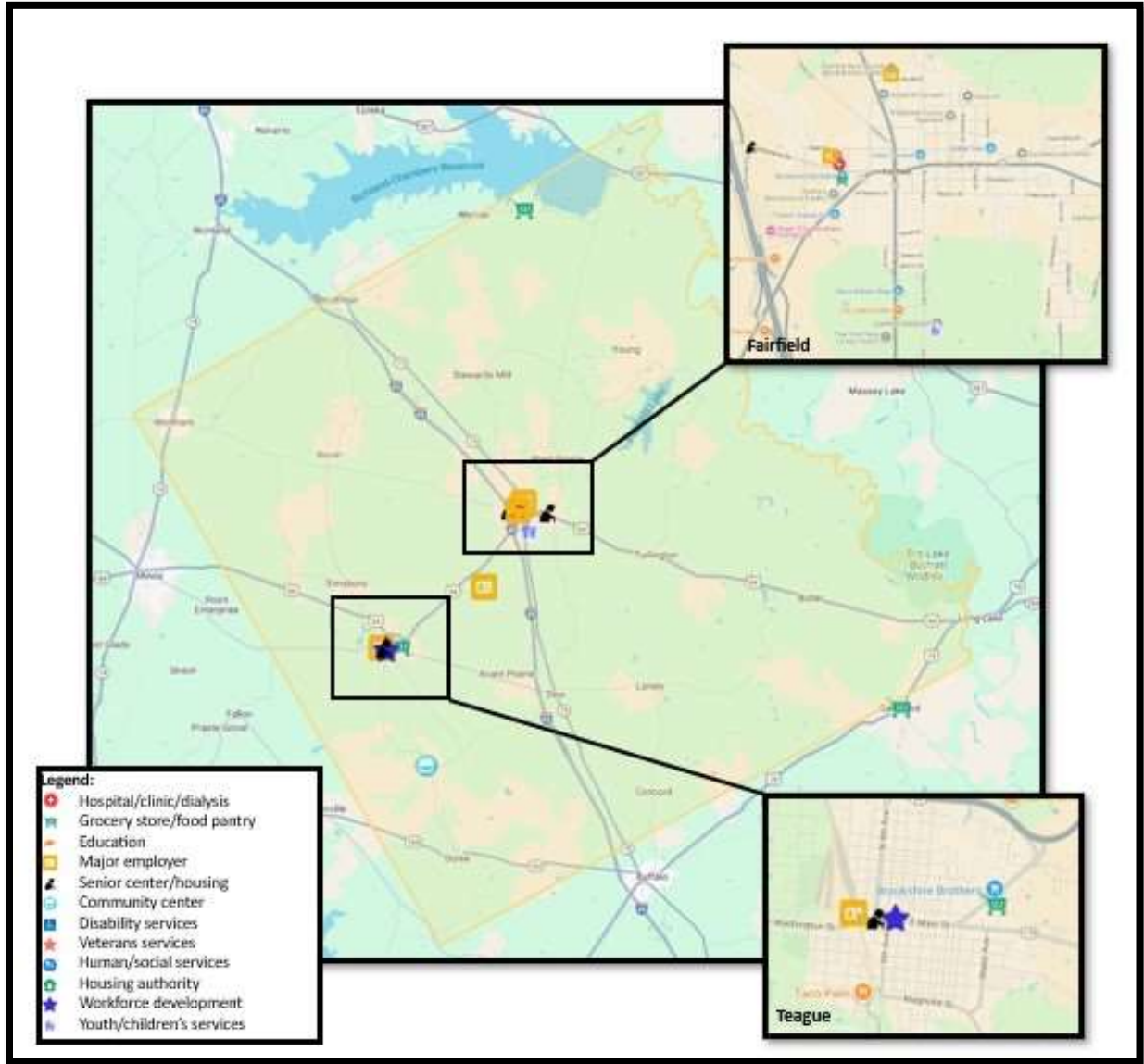
Freestone County located 80 miles southeast of Dallas is characterized by coastal plain and gently sloping elevations. The area reflects an agrarian economy, oil and natural gas production, beef cattle ranching, hay and corn production. Freestone County spans 892 square miles, with its county seat as Fairfield. The largest city is Teague.

Trip generators identified for Freestone County include:

- Community centers
 - Freestone Community Center, Teague
- Grocery stores/food pantries
 - Brookshire Brothers, Fairfield and Teague
 - Family Dollar, Oakwood and Streetman
- Hospitals/clinics/dialysis
 - Freestone Medical Center, Fairfield
- Major employers
 - BNSF Railway Company, Teague
 - Boyd Unit, Texas Department of Criminal Justice, Teague
 - Fairfield Nursing and Rehabilitation Center, Fairfield
 - Freestone Medical Center, Fairfield
- Senior centers/housing
 - Butler Senior Citizens Center, Fairfield
 - Fairfield Retirement Apartments
 - Over 55 Center, Teague
- Workforce development
 - Freestone County Workforce Solutions, Teague
- Youth/children's services
 - Head Start, Fairfield



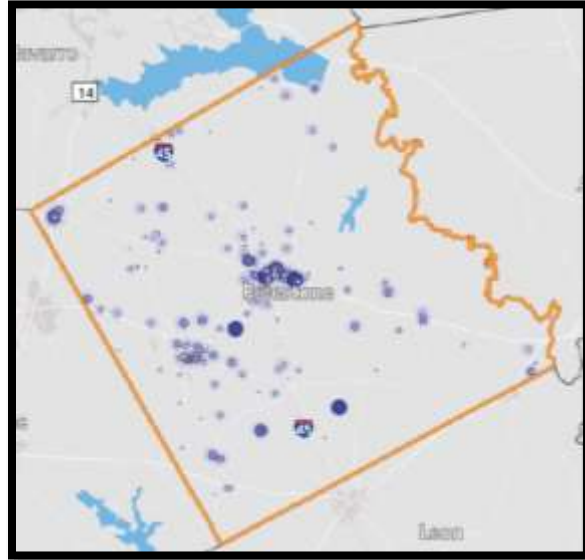
Exhibit 3.12 Freestone County trip generators





The greatest concentrations of jobs in Freestone County are in Fairfield and Teague.

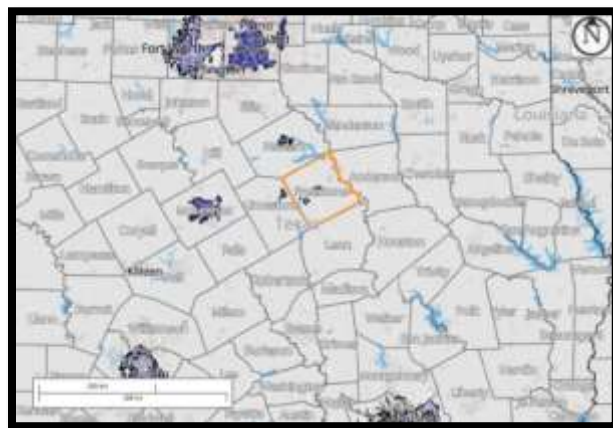
Exhibit 3.13 Freestone County job density



Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2022).

There are 8,407 workers living in Freestone County. The top employment locations within Freestone County are Fairfield (1,058 jobs, or 12.6 percent) and Teague (176 jobs, or 2.1 percent). Outside the county, the Dallas/Fort Worth metroplex is the destination with the greatest number of Freestone County resident jobs (1,068 jobs, or 12.7 percent). Other common destinations include Corsicana (353 jobs, or 4.2 percent), Mexia (329 jobs, or 3.9 percent), Waco (301 jobs, or 3.6 percent), Austin (198 jobs, or 2.4 percent), and Houston (193 jobs, or 2.3 percent).

Exhibit 3.14 Freestone County work destinations

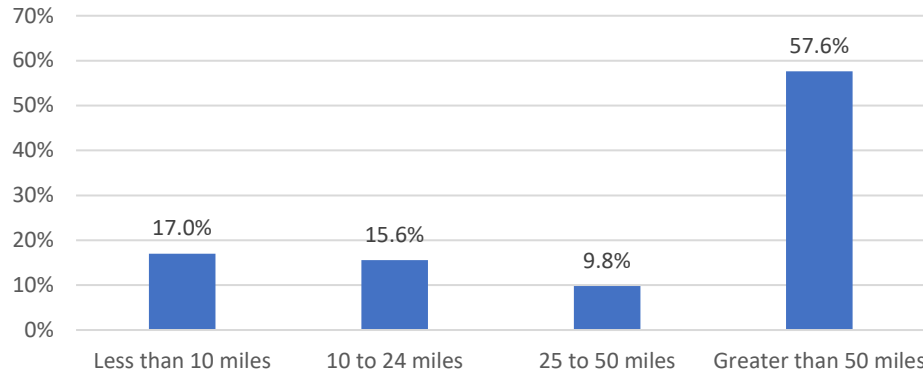


Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2022).



Nearly 58 percent of Freestone County workers travel more than 50 miles for work.

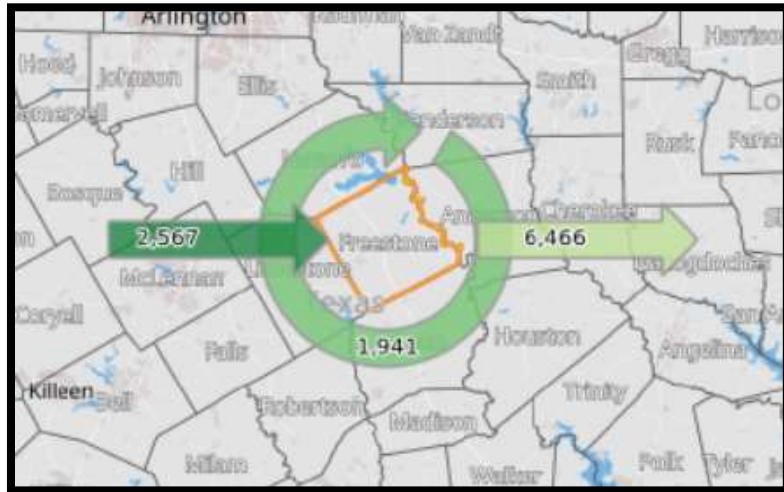
Exhibit 3.15 Freestone County commute distance



Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2022).

Of the 8,407 workers living in Freestone County, 76.9 percent are employed outside the county. Of the 4,508 jobs in Freestone County, fewer than half (43.1 percent) are filled by persons who also live in Freestone County. All other employed persons commute in from outside the county.

Exhibit 3.16 Freestone County work inflow/outflow



Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2022).



Hill County

Located 55 miles southwest of Fort Worth and 35 miles north of Waco is Hill County. With its levels plains and gentle rolling hills, the county encompasses 986 square miles.

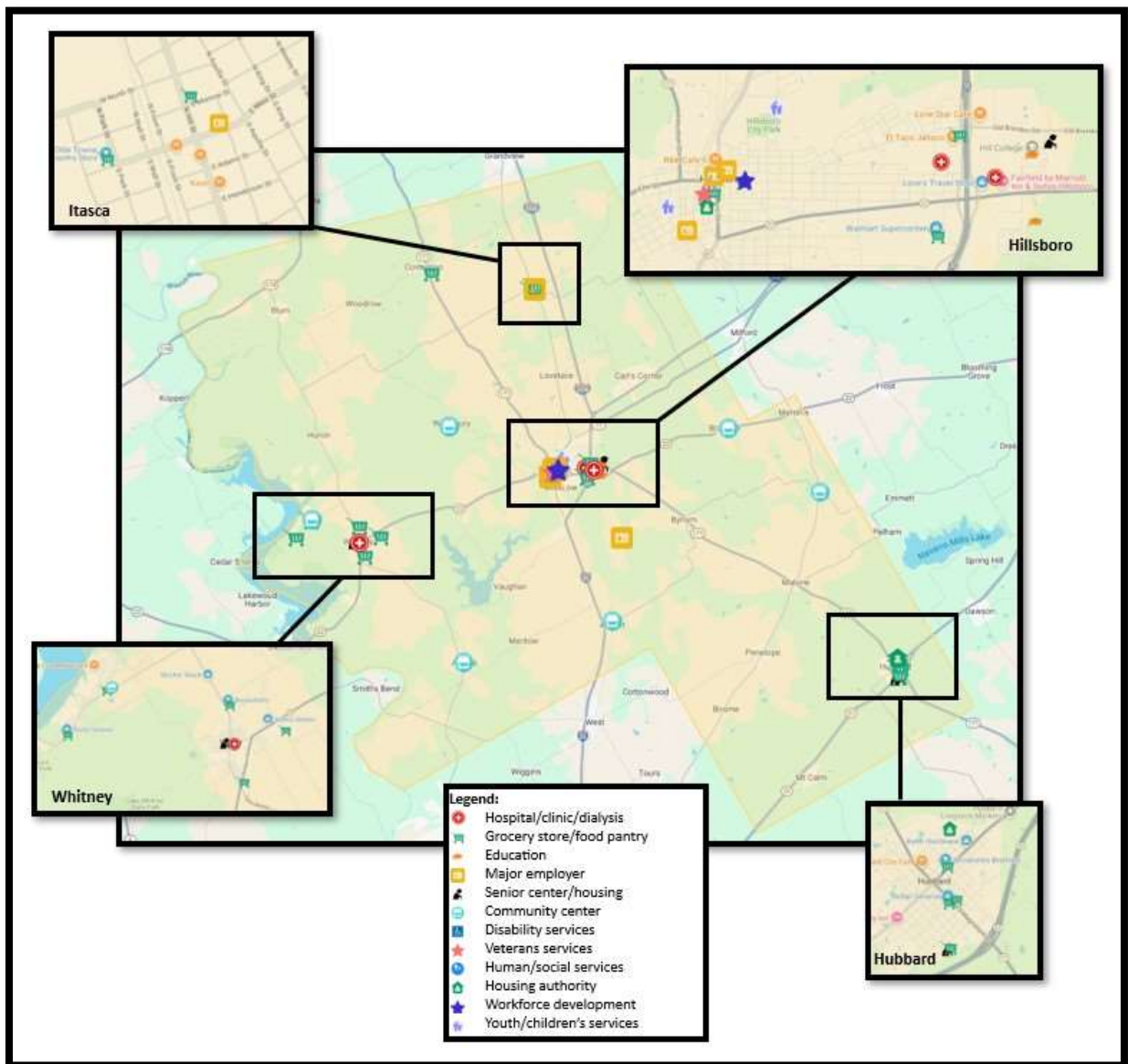
Trip generators identified for Hill County include:

- Community centers
 - Abbott Community Center, Abbott
 - Aquilla Community Center, Aquilla
 - Brandon Community Center, Brandon
 - Irene Community Center, Irene
 - McCown Valley Community Center, Whitney
 - Woodbury Community Center, Hillsboro
- Disability services
- Education
 - Hill College, Hillsboro
- Grocery stores/food pantries
 - Braum's Ice Cream and Dairy Store, Hillsboro
 - Brookshire Brothers, Hillsboro, Hubbard, and Whitney
 - David's, Itasca and Whitney
 - Dollar General, Covington, Hubbard, and Whitney
 - Family Dollar, Hubbard and Whitney
 - Hillsboro Interfaith Ministry Food Pantry, Hillsboro
 - Old Towne Country Store, Itasca
 - Walmart, Hillsboro
 - Wheatley Recreation Center Food Pantry, Hubbard
 - Whitney Food Bank, Whitney
- Hospitals/clinics/dialysis
 - Fresenius Kidney Care, Hillsboro
 - Health Now Urgent Care, Whitney
 - Hill Regional Hospital, Hillsboro
- Housing authorities
 - Hill County Section 8, Hillsboro
 - Hubbard Housing Authority, Hubbard
- Human/social services
- Major employers
 - Bobcat Contracting, Hillsboro
 - Brandom Manufacturing, Hillsboro
 - Hilco Electric Co-Op, Itasca
 - Hillsboro Independent School District
 - Hill County
- Senior centers/housing
 - Hillsboro Senior Center, Hillsboro
 - Hubbard Senior Center, Hubbard



- Whitney Silver Circle, Whitney
- Veterans services
 - Hill County Veterans Services Center, Hillsboro
- Workforce development
 - Hill County Workforce Solutions, Hillsboro
- Youth/children’s services
 - Boys and Girls Club of Hill County, Hillsboro
 - CASA of Hill County, Hillsboro
 - Hill County Juvenile Probation, Hillsboro

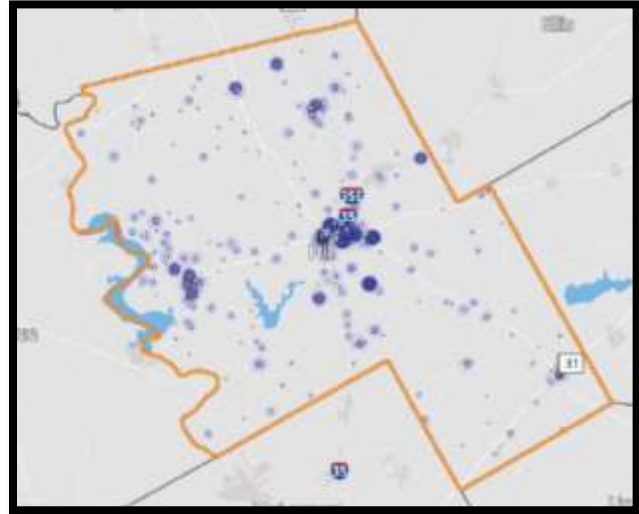
Exhibit 3.17 Hill County trip generators





The greatest concentration of jobs in Hill County is in Hillsboro.

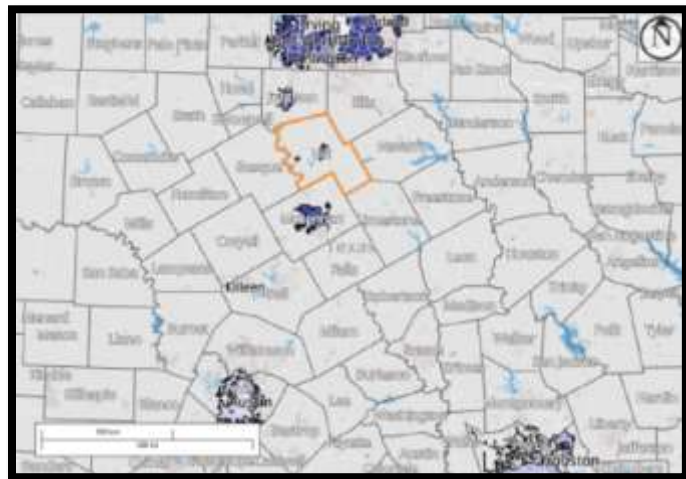
Exhibit 3.18 Hill County job density



Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2022).

There are 15,364 workers living in Hill County. The top employment locations within Hill County are Hillsboro (1,720 jobs, or 11.2 percent) and Whitney (489 jobs, or 3.2 percent). Outside the county, the Dallas/Fort Worth Metroplex is the destination with the greatest number of Hill County resident jobs (2,647 jobs, or 17.2 percent), followed by Waco (1,005 jobs, or 6.5 percent). Other common destinations include Cleburne (360 jobs, or 2.3 percent), Houston (347 jobs, or 2.3 percent), and Austin (323 jobs, or 2.1 percent).

Exhibit 3.19 Hill County work destinations

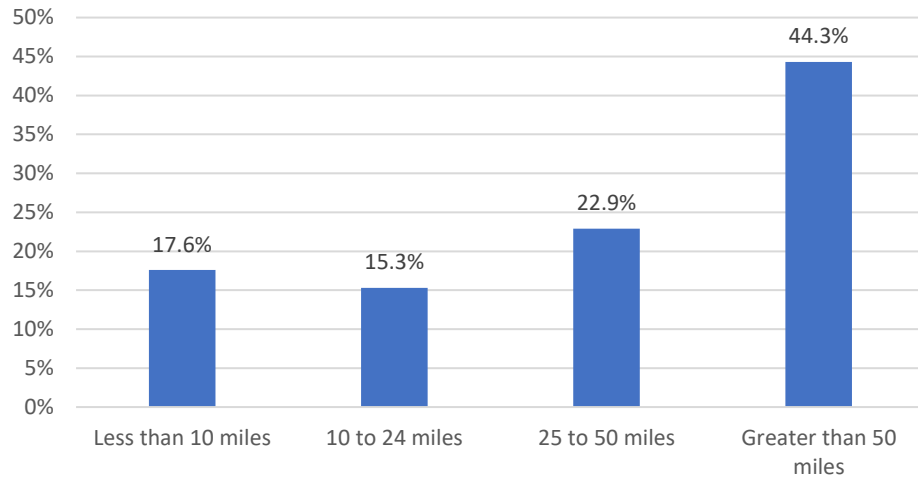


Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2022).



More than two-thirds of Hill County workers travel more than 25 miles for work, with the majority traveling more than 50 miles.

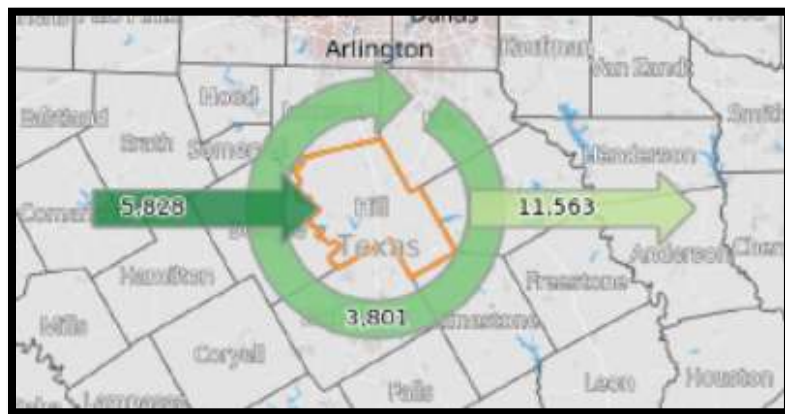
Exhibit 3.20 Hill County commute distance



Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2022).

Of the 15,364 workers living in Hill County, 75.3 percent are employed outside the county. Of the 9,629 jobs in Hill County, 39.5 percent are filled by persons who also live in Hill County. All other employed persons commute in from outside the county.

Exhibit 3.21 Hill County work inflow/outflow



Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2022).



Limestone County

Limestone County is located 30 miles east of Waco and is in the backlands prairie region. The terrain is nearly level and produces clays, kaolin, limestone, oil and natural gas. The 933 square miles houses 7,900 households. The county seat is Groesbeck and the largest city is Mexia.

Trip generators identified for Limestone County include:

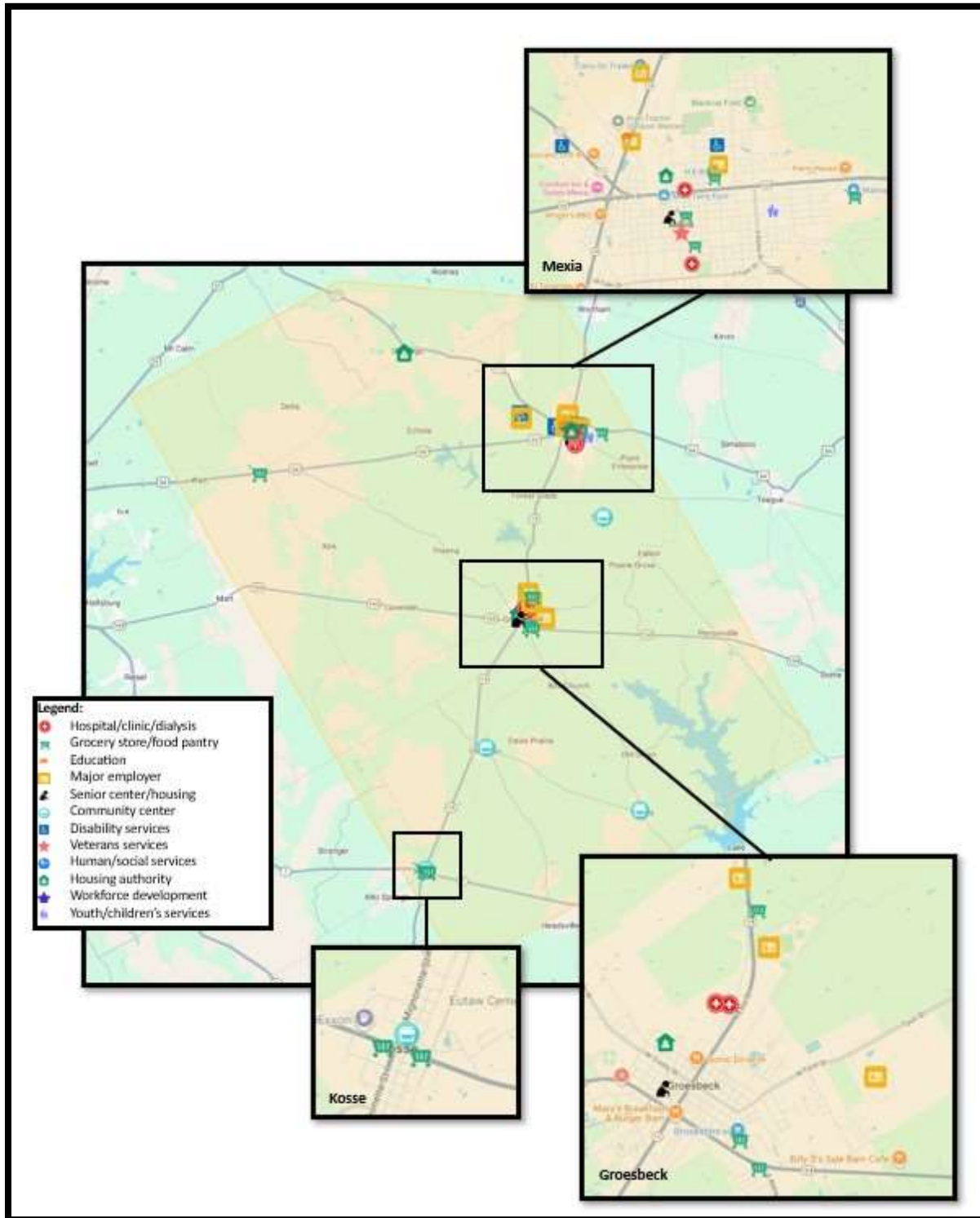
- Community centers
 - Kosse Community Center, Kosse
 - Mary Helen Nance Community Center, Thornton
 - Oletha Community Center, Oletha
 - Shiloh Community Center, Mexia
- Disability services
 - CenTex ARC, Mexia
 - Mexia State-Supported Living Center, Mexia
- Education
 - Navarro College, Mexia
- Grocery stores/food pantries
 - Bonham Grocery Mart, Mexia
 - Branded Market, Kosse
 - Brookshire's, Groesbeck
 - Caritas Food Pantry, Mexia
 - Dollar General, Groesbeck
 - Family Dollar, Kosse
 - Fishes and Loaves Food Pantry, Groesbeck
 - H-E-B, Mexia
 - Main Street Market/Grocery, Prairie Hill
 - Walmart, Mexia
- Hospitals/clinics/dialysis
 - Family Medicine Center, Groesbeck
 - Limestone Medical Center, Groesbeck
 - Parkview Regional Hospital, Mexia
 - Tejas Urgent Care, Mexia
- Housing authorities
 - Coolidge Housing Authority, Coolidge
 - Groesbeck Housing Authority, Groesbeck
 - Mexia Housing Authority, Mexia
- Major employers
 - Carry-On Trailer, Mexia
 - Fibrix, Mexia
 - Groesbeck Independent School District, Groesbeck
 - Kleen-Air, Groesbeck
 - Limestone County Detention Center, Groesbeck
 - Mexia Independent School District



- Mexia State-Supported Living Center, Mexia
- Senior centers/housing
 - Groesbeck Senior Citizens Center, Groesbeck
 - Limestone County Senior Services, Mexia
- Veterans services
 - Veterans Service Office, Mexia
- Youth/children's services
 - Mexia Head Start, Mexia



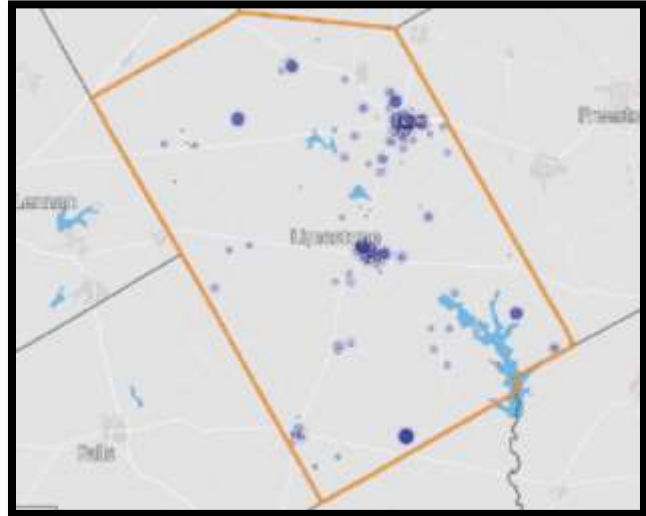
Exhibit 3.22 Limestone County trip generators





The greatest concentrations of jobs in Limestone County are in Mexia and Groesbeck.

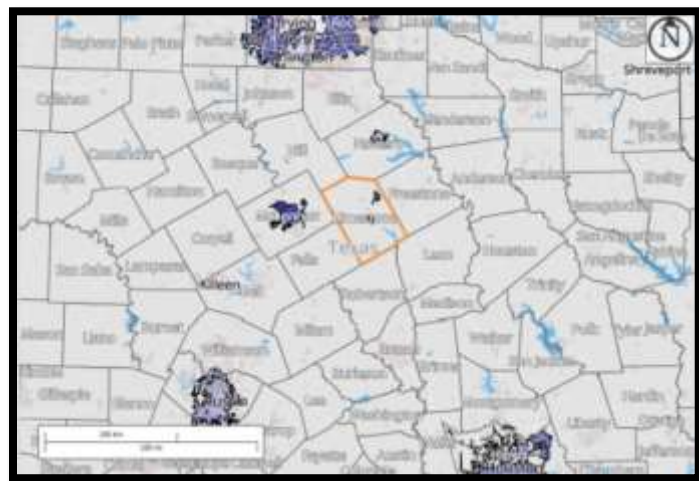
Exhibit 3.23 Limestone County job density



Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2022).

There are 9,783 workers living in Limestone County. The top employment locations within Limestone County are Mexia (1,470 jobs, or 15 percent) and Groesbeck (767 jobs, or 7.8 percent). Outside the county, the Dallas/Fort Worth Metroplex is the destination with the greatest number of Limestone County resident jobs (1,350 jobs, or 13.8 percent), followed by Waco (788 jobs, or 8.1 percent). Other common destinations include Houston (227 jobs, or 2.3 percent), Austin (225 jobs, or 2.3 percent), and Corsicana (189 jobs, or 1.9 percent).

Exhibit 3.24 Limestone County work destinations

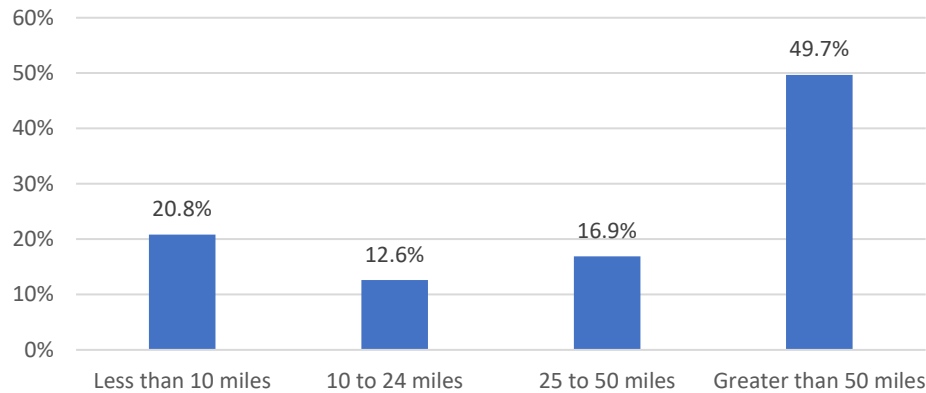


Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2022).



Nearly half of Limestone County workers travel more than 50 miles for work.

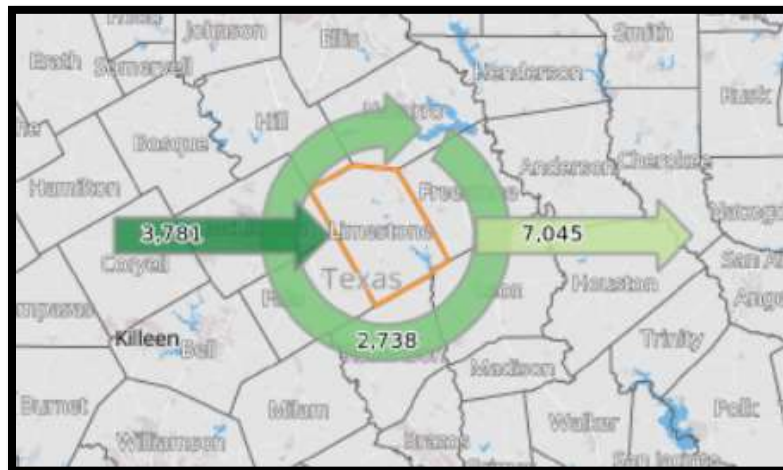
Exhibit 3.25 Limestone County commute distance



Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2022).

Of the 9,783 workers living in Limestone County, 72 percent are employed outside the county. Of the 6,519 jobs in Limestone County, 42 percent are filled by persons who also live in Limestone County. All other employed persons commute in from outside the county.

Exhibit 3.26 Limestone County work inflow/outflow



Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2022).



McLennan County

McLennan County is the largest county in the project area, spanning 1,060 square miles. Waco is the county seat and largest city.

The county hosts several institutions of higher education including Baylor University, McLennan Community College, and Texas State Technical College, as well as campuses of Tarleton State University and Texas Tech University.

Trip generators identified for McLennan County include:

- Community centers
 - Beverly Hills Community Center, Waco
 - Bledsoe-Miller Community Center, Waco
 - Dewey Park Recreation Center, Waco
 - Doris Miller Community Center, Waco
 - South Waco Community Center, Waco
 - West Community/Senior Center, West
- Disability services
 - Baylor CARE Clinic, Waco
 - Heart of Texas Center for Independent Living, Waco
 - The Arc of McLennan County, Waco (2)
- Education
 - Baylor University, Waco
 - McLennan Community College, Waco
 - Tarleton State University, Waco
 - Texas State Technical College, Waco
 - Texas Tech University, Waco
- Grocery stores/food pantries
 - Brookshire Brothers, McGregor, Moody, and Robinson
 - Caritas of Waco Food Pantry, Waco
 - Community Grocery and Market, West
 - DG Market, Axtell
 - Dollar General, China Spring, Crawford, Elm Mott, McGregor, Moody, Riesel, Waco, and West
 - Family Dollar, Eddy
 - H-E-B, Bellmead, Waco (2), and Woodway
 - Robinson Food Pantry, Robinson
 - Shepherd's Heart Food Pantry, Waco
 - St. Francis Food Distribution Center, Waco
 - Walmart, Hewitt and Waco (3)
 - West Food Mart, West
- Hospitals/clinics/dialysis
 - Ascension Providence Hospital, Waco
 - Baylor Scott and White Medical Center, Waco



- Fresenius Kidney Care, Waco (3)
- VA Medical Center, Waco
- Waco Family Medicine, Waco (3) and McGregor
- West Medical Surgical Clinic, West
- Housing authorities
 - Housing Authority of the City of Moody, Moody
 - McGregor Housing Authority, McGregor
 - Waco Housing Authority, Waco (3)
- Human/social services
 - Caritas of Waco, Waco
 - Texas Health and Human Services, Waco
 - Mission Waco, Waco (2)
- Major employers
 - AbbVie, Inc., Waco
 - American Income Life Insurance Company, Waco
 - BC Materials, Lorena
 - Brazos Masonry, Inc., Woodway
 - Cargill, Waco
 - Clayton Homes, Waco
 - Howmet Fastening Systems, Waco
 - L3Harris Technologies, Waco
 - Magnolia Market, Waco
 - Mars Wrigley Confectionery, Waco
 - McLennan County, Waco
 - Pilgrim's Pride, Waco
 - Refresco Beverages, Waco
 - Sanderson Farms, Bellmead
 - Sherwin-Williams Distribution Center, Waco
 - Space X Rocket Development, McGregor
 - Tractor Supply Company Distribution Center, Waco
 - VA Medical Center, Waco
 - Versalift, Waco
 - Vestis (formerly Aramark), Waco
 - Waco Independent School District, Waco
- Senior centers/housing
 - Central Texas Senior Ministry, Waco
 - Crawford Senior Center, Crawford
 - Forever Young Senior Center, Woodway
 - Fountainview Apartments Senior Living, Robinson
 - Harrison Senior Center, Waco
 - McGregor Senior Apartments, McGregor
 - McGregor Senior Center, McGregor
 - Robinson Senior Center, Robinson
 - South Waco Senior Center, Waco
 - Sul Ross Seniors at Dewey Park Recreation Center, Waco



- Tri-Cities-Bellmead Senior Center, Waco
- West Community/Senior Center, West
- Veterans services
 - VA Medical Center, Waco
 - VA Regional Office, Waco
 - Veterans One Stop, Waco
- Workforce development
 - Heart of Texas Goodwill Industries
 - McLennan County Workforce Solutions, Waco
 - Texas Workforce Commission, Waco
- Youth/children's services
 - Baylor CARE Clinic, Waco
 - Head Start, Moody
 - Head Start, Waco (4)
 - The Cove, Waco
 - VOICE, Waco



Exhibit 3.27 McLennan County trip generators

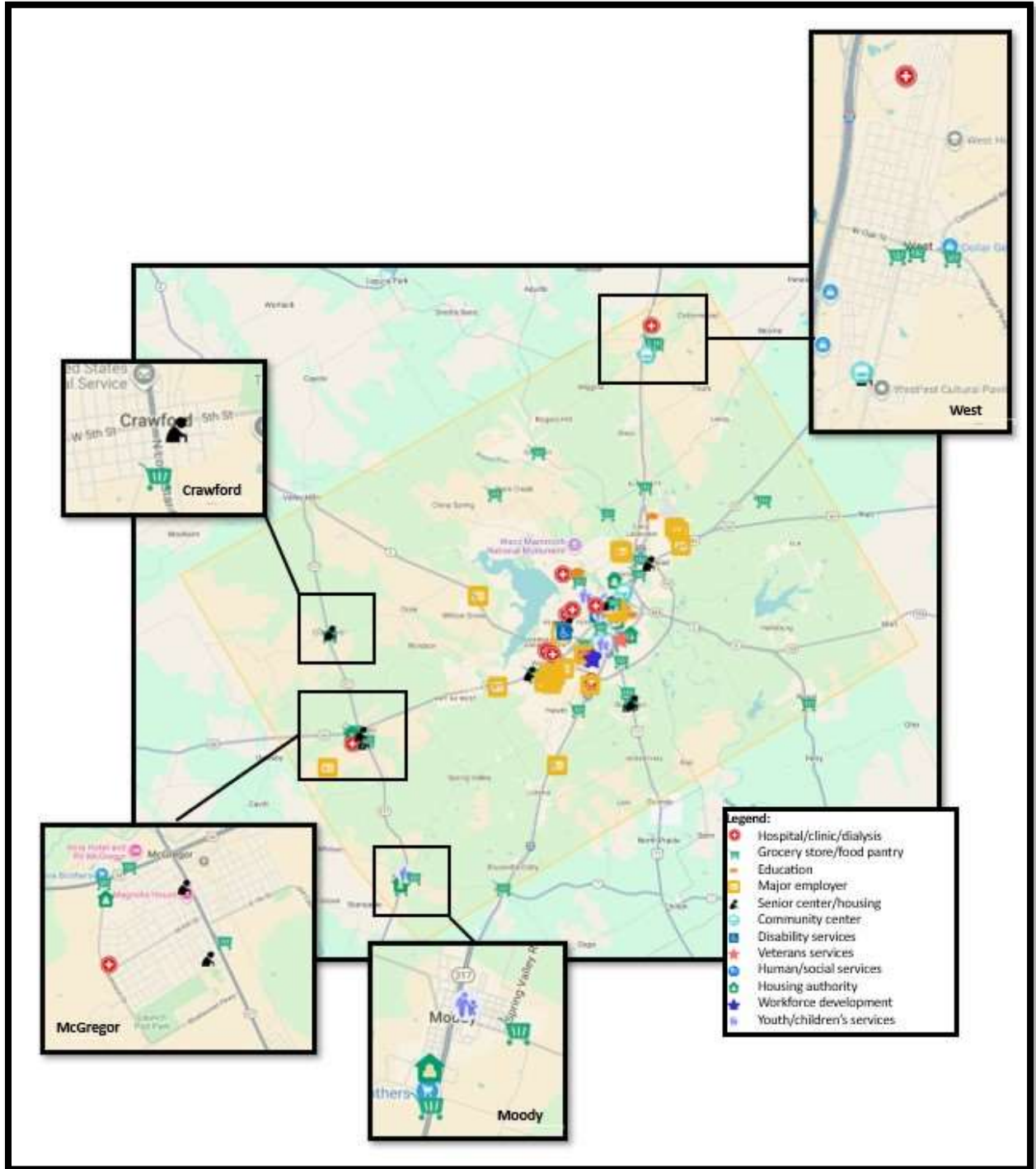
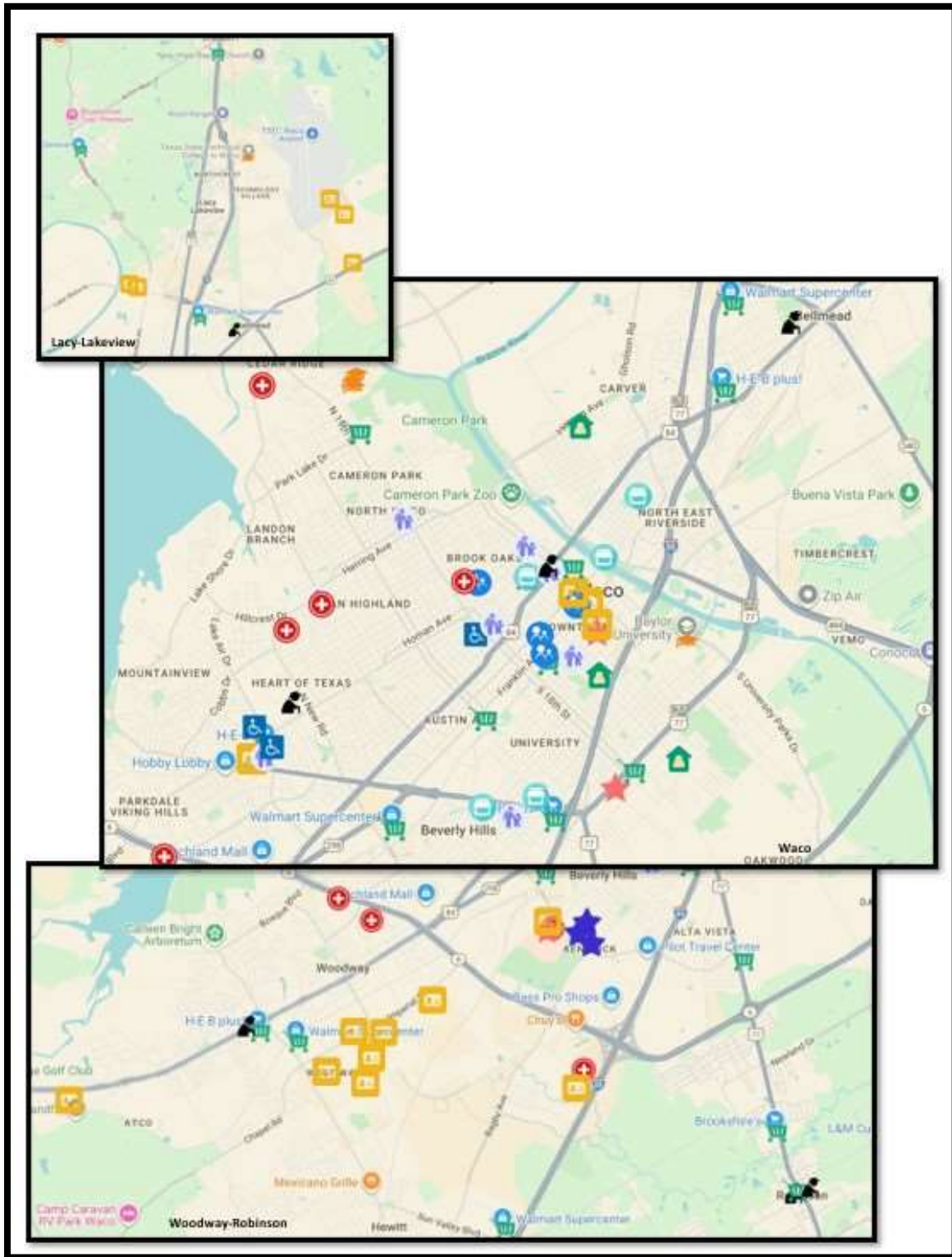




Exhibit 3.28 McLennan County trip generators – Waco area





Not surprisingly, the greatest concentration of jobs in McLennan County is in the Waco Urbanized Area.

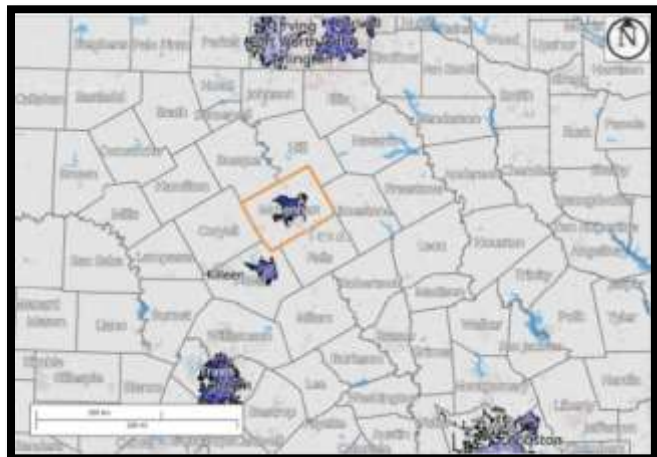
Exhibit 3.29 McLennan County job density



Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2022).

There are 114,706 workers living in McLennan County. The top employment locations within McLennan County are Waco (52,369 jobs, or 45.7 percent), Woodway (3,019 jobs, or 2.6 percent), Bellmead (1,918 jobs, or 1.7 percent), Hewitt (1,729 jobs, or 1.5 percent), and Lacy-Lakeview (1,383 jobs, or 1.2 percent). Outside the county, Dallas/Fort Worth Metroplex is the destination with the greatest number of McLennan County resident jobs (5,647 jobs, or 4.9 percent), followed closely by Austin (4,570 jobs, or 4.0 percent). Other common destinations include Temple (3,104 jobs, or 2.7 percent) and Houston (2,366 jobs, or 2.1 percent).

Exhibit 3.30 McLennan County work destinations

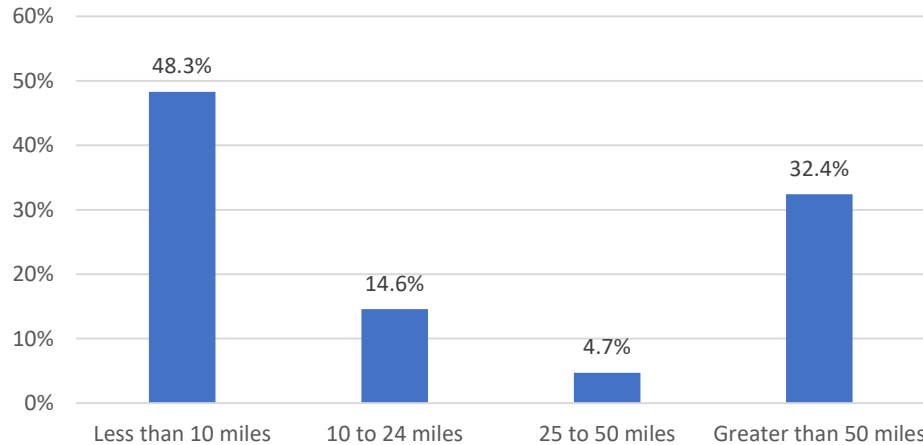


Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2022).



Nearly half of workers in McLennan County have a commute distance of less than 10 miles. Another nearly one-third commutes more than 50 miles. Relatively few employed persons have a commute between 10 and 50 miles.

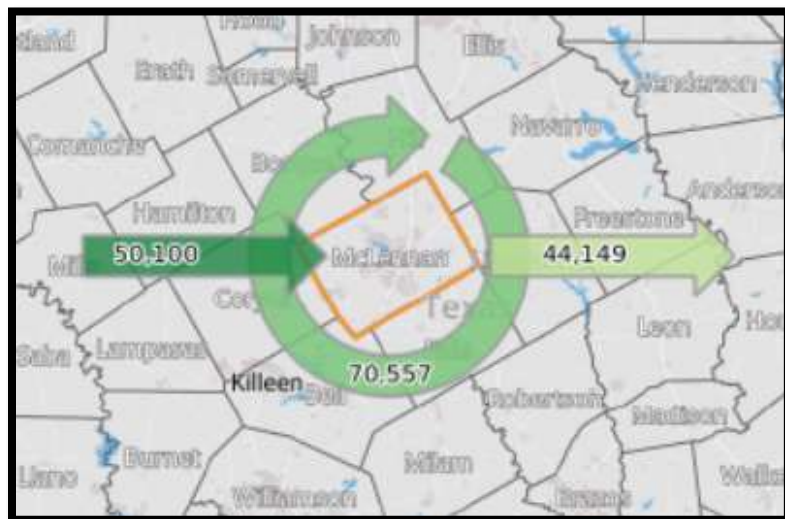
Exhibit 3.31 McLennan County commute distance



Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2022).

Of the 114,706 workers living in McLennan County, only 38.5 percent are employed outside the county. Of the 120,657 jobs in McLennan County, 58.5 percent are filled by persons who also live in McLennan County. All other employed persons commute in from outside the county.

Exhibit 3.32 McLennan County work inflow/outflow



Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2022).



Chapter 4 | Demographic Area Assessment

Heart of Texas Region

Nearly 70 percent of the region’s population resides in McLennan County, and nearly 80 percent resides within the Waco Metropolitan Area. Youth under age 18 comprise nearly a quarter of residents, while seniors age 65 and older make up just under 17 percent. Nearly 15 percent of residents in the region have a disability. More than 16 percent of residents live below the federal poverty level. Fewer than nine percent of residents are considered limited English proficient (LEP), although nearly 18 percent speak a language other than English at home. Spanish is the most common non-English spoken language.

Exhibit 4.1 Heart of Texas Region demographics

Category	Number	Percentage
Total population	377,879	100.0%
Age		
Youth population (under 18)	89,211	23.6%
Adult population (18 to 64)	224,701	59.5%
Senior population (65 and older)	63,967	16.9%
Race/ethnicity		
White alone	248,036	65.6%
Black alone	49,750	13.2%
Native American/Alaska Native alone	1,777	0.5%
Asian alone	5,832	1.5%
Native Hawaiian/Other Pacific Islander alone	130	0.0%
Some other race	15,030	4.0%
Two or more races	57,324	15.2%
Hispanic/Latino of any race	94,608	25.0%
Disability		
Total civilian noninstitutionalized population	369,163	100.0%
Persons with disabilities	55,070	14.9%
Poverty		
Population for whom poverty status is determined	363,137	100.0%
Below federal poverty level	59,232	16.3%
Language		
Population 5 years and over	354,588	100.0%
Speak English only at home	291,503	82.2%
Speak Spanish at home	56,286	15.9%
Speak another language besides Spanish at home	6,799	1.9%
Speak English less than “very well”	30,360	8.6%

Source: American Community Survey (ACS) 2023 five-year estimates.

Regional population is expected to increase to 402,360 by July 2030.¹ This reflects a 6.5 percent increase over the population cited in the ACS 2023 five-year estimate.

¹ Texas Demographic Center (2022). Projections of the Total Population of Texas and Counties in Texas, 2020-2060 (0.5 Migration Scenario). Retrieved December 11, 2025, from <https://demographics.texas.gov/Resources/TPEPP/Projections/2022>.



Bosque County

Youth under age 18 make up 20.9 percent of Bosque County residents, while seniors age 65 and older comprise just more than 26 percent. This is different from the region as a whole, where youth represent a greater portion of the population than seniors. Nearly 18 percent of residents in the county have a disability, which is higher than the region as a whole. Just over nine percent of residents live below the federal poverty level, which is significantly lower than the region as a whole. Fewer than four percent of residents are considered limited English proficient (LEP), though 14 percent speak a language other than English at home. This is also lower than the region as a whole. Spanish is the most common non-English spoken language.

County population is expected to increase to 19,190 by July 2030.² This reflects a 3.5 percent increase over the population cited in the ACS 2023 five-year estimate.

Exhibit 4.2 Bosque County demographics

Category	Number	Percentage
Total population	18,546	100.0%
Age		
Youth population (under 18)	3,872	20.9%
Adult population (18 to 64)	9,790	52.8%
Senior population (65 and older)	4,884	26.3%
Race/ethnicity		
White alone	14,726	79.4%
Black alone	253	1.4%
Native American/Alaska Native alone	22	0.1%
Asian alone	89	0.5%
Native Hawaiian/Other Pacific Islander alone	0	0.0%
Some other race	896	4.8%
Two or more races	2,560	13.8%
Hispanic/Latino of any race	3,492	18.8%
Disability		
Total civilian noninstitutionalized population	18,197	100.0%
Persons with disabilities	3,263	17.9%
Poverty		
Population for whom poverty status is determined	18,211	100.0%
Below federal poverty level	1,657	9.1%
Language		
Population 5 years and over	17,600	100.0%
Speak English only at home	15,127	85.9%
Speak Spanish at home	2,325	13.2%
Speak another language besides Spanish at home	148	0.8%
Speak English less than "very well"	669	3.8%

Source: American Community Survey (ACS) 023 five-year estimates.

² Texas Demographic Center (2022). Projections of the Total Population of Texas and Counties in Texas, 2020-2060 (0.5 Migration Scenario). Retrieved December 11, 2025, from <https://demographics.texas.gov/Resources/TPEPP/Projections/2022>.



Falls County

Youth under age 18 make up just over 21 percent of Falls County residents, while seniors age 65 and older comprise 19.4 percent. Nearly 20 percent of residents in the county have a disability, which is higher than the region as a whole. Nearly 15 percent of residents live below the federal poverty level, which is close to the average for the region as a whole. Just over six percent of residents are considered limited English proficient (LEP), although 14 percent speak a language other than English at home. This is slightly lower than the region as a whole. Spanish is the most common non-English spoken language.

County population is expected to increase to 17,106 by July 2030.³ This reflects a 0.3 percent increase over the population cited in the ACS 2023 five-year estimate.

Exhibit 4.3 Falls County demographics

Category	Number	Percentage
Total population	17,063	100.0%
Age		
Youth population (under 18)	3,604	21.1%
Adult population (18 to 64)	10,144	59.5%
Senior population (65 and older)	3,315	19.4%
Race/ethnicity		
White alone	9,887	57.9%
Black alone	3,453	20.2%
Native American/Alaska Native alone	52	0.3%
Asian alone	989	5.8%
Native Hawaiian/Other Pacific Islander alone	0	0.0%
Some other race	587	3.4%
Two or more races	2,095	12.3%
Hispanic/Latino of any race	4,166	24.4%
Disability		
Total civilian noninstitutionalized population	15,152	100.0%
Persons with disabilities	3,011	19.9%
Poverty		
Population for whom poverty status is determined	15,097	100.0%
Below federal poverty level	2,198	14.6%
Language		
Population 5 years and over	16,134	100.0%
Speak English only at home	13,604	84.3%
Speak Spanish at home	2,367	14.7%
Speak another language besides Spanish at home	163	1.0%
Speak English less than "very well"	995	6.2%

Source: American Community Survey (ACS) 2023 five-year estimates.

³ Texas Demographic Center (2022). Projections of the Total Population of Texas and Counties in Texas, 2020-2060 (0.5 Migration Scenario). Retrieved December 11, 2025, from <https://demographics.texas.gov/Resources/TPEPP/Projections/2022>.



Freestone County

Youth under age 18 make up 22.7 percent of Freestone County residents, while seniors age 65 and older comprise 20 percent. As in the region as a whole, youth represent a greater portion of the population than seniors. More than 20 percent of residents in the county have a disability, which is higher than the region as a whole. More than 14 percent of residents live below the federal poverty level, which is only slightly lower than the region as a whole. Less than three percent of residents are considered limited English proficient (LEP), the smallest LEP population in the region, although 11.4 percent speak a language other than English at home. Spanish is the most common non-English spoken language.

County population is expected to increase to 20,504 by July 2030.⁴ This reflects a 3.5 percent increase over the population cited in the ACS 2023 five-year estimate.

Exhibit 4.4 Freestone County demographics

Category	Number	Percentage
Total population	19,813	100.0%
Age		
Youth population (under 18)	4,507	22.7%
Adult population (18 to 64)	11,349	57.3%
Senior population (65 and older)	3,957	20.0%
Race/ethnicity		
White alone	13,449	67.9%
Black alone	2,903	14.7%
Native American/Alaska Native alone	78	0.4%
Asian alone	41	0.2%
Native Hawaiian/Other Pacific Islander alone	0	0.0%
Some other race	382	1.9%
Two or more races	2,960	14.9%
Hispanic/Latino of any race	3,321	16.8%
Disability		
Total civilian noninstitutionalized population	18,393	100.0%
Persons with disabilities	3,746	20.4%
Poverty		
Population for whom poverty status is determined	18,386	100.0%
Below federal poverty level	2,631	14.3%
Language		
Population 5 years and over	18,781	100.0%
Speak English only at home	16,653	88.7%
Speak Spanish at home	1,968	10.5%
Speak another language besides Spanish at home	160	0.9%
Speak English less than "very well"	445	2.4%

Source: American Community Survey (ACS) 2023 five-year estimates.

⁴ Texas Demographic Center (2022). Projections of the Total Population of Texas and Counties in Texas, 2020-2060 (0.5 Migration Scenario). Retrieved December 11, 2025, from <https://demographics.texas.gov/Resources/TPEPP/Projections/2022>.



Hill County

Youth under age 18 make up 23.4 percent of Hill County residents, while seniors age 65 and older comprise 20.3 percent. As in the region as a whole, youth represent a greater portion of the population than seniors. Nearly 18 percent of residents in the county have a disability, which is higher than the region as a whole. More than 14 percent of residents live below the federal poverty level, which is only slightly lower than the region as a whole. More than five percent of residents are considered limited English proficient (LEP), although 15.4 percent speak a language other than English at home. Spanish is the most common non-English spoken language.

County population is expected to increase to 39,839 by July 2030.⁵ This reflects an 8.7 percent increase over the population cited in the ACS 2023 five-year estimate.

Exhibit 4.5 Hill County demographics

Category	Number	Percentage
Total population	36,664	100.0%
Age		
Youth population (under 18)	8,568	23.4%
Adult population (18 to 64)	20,654	56.3%
Senior population (65 and older)	7,442	20.3%
Race/ethnicity		
White alone	28,634	78.1%
Black alone	2,255	6.2%
Native American/Alaska Native alone	220	0.6%
Asian alone	279	0.8%
Native Hawaiian/Other Pacific Islander alone	0	0.0%
Some other race	2,948	8.0%
Two or more races	2,328	6.3%
Hispanic/Latino of any race	8,284	22.6%
Disability		
Total civilian noninstitutionalized population	36,060	100.0%
Persons with disabilities	6,410	17.8%
Poverty		
Population for whom poverty status is determined	35,747	100.0%
Below federal poverty level	5,085	14.2%
Language		
Population 5 years and over	34,550	100.0%
Speak English only at home	29,212	84.5%
Speak Spanish at home	4,916	14.2%
Speak another language besides Spanish at home	422	1.2%
Speak English less than "very well"	1,836	5.3%

Source: American Community Survey (ACS) 2023 five-year estimates.

⁵ Texas Demographic Center (2022). Projections of the Total Population of Texas and Counties in Texas, 2020-2060 (0.5 Migration Scenario). Retrieved December 11, 2025, from <https://demographics.texas.gov/Resources/TPEPP/Projections/2022>.



Limestone County

Youth under age 18 make up 22.5 percent of Limestone County residents, while seniors age 65 and older comprise 20.7 percent. As in the region as a whole, youth represent a greater portion of the population than seniors. Nearly 18 percent of residents in the county have a disability, which is higher than the region as a whole. Nearly 20 percent of residents live below the federal poverty level, which is the highest of the six counties. Nearly six percent of residents are considered limited English proficient (LEP), although 18 percent speak a language other than English at home. Spanish is the most common non-English spoken language.

County population is expected to decrease to 22,030 by July 2030.⁶ This reflects a 0.7 percent decrease over the population cited in the ACS 2023 five-year estimate.

Exhibit 4.6 Limestone County demographics

Category	Number	Percentage
Total population	22,185	100.0%
Age		
Youth population (under 18)	4,991	22.5%
Adult population (18 to 64)	12,606	56.8%
Senior population (65 and older)	4,588	20.7%
Race/ethnicity		
White alone	13,546	61.1%
Black alone	3,809	17.2%
Native American/Alaska Native alone	39	0.2%
Asian alone	201	0.9%
Native Hawaiian/Other Pacific Islander alone	0	0.0%
Some other race	458	2.1%
Two or more races	4,132	18.6%
Hispanic/Latino of any race	5,126	23.1%
Disability		
Total civilian noninstitutionalized population	21,541	100.0%
Persons with disabilities	3,814	17.7%
Poverty		
Population for whom poverty status is determined	21,445	100.0%
Below federal poverty level	4,154	19.4%
Language		
Population 5 years and over	20,901	100.0%
Speak English only at home	17,144	82.0%
Speak Spanish at home	3,489	16.7%
Speak another language besides Spanish at home	268	1.3%
Speak English less than "very well"	1,232	5.9%

Source: American Community Survey (ACS) 2023 five-year estimates.

⁶ Texas Demographic Center (2022). Projections of the Total Population of Texas and Counties in Texas, 2020-2060 (0.5 Migration Scenario). Retrieved December 11, 2025, from <https://demographics.texas.gov/Resources/TPEPP/Projections/2022>.



McLennan County

Youth under age 18 make up 24.2 percent of McLennan County residents, while seniors age 65 and older comprise 15.1 percent. This represents the greatest gap between the youth and senior populations. More than 13 percent of residents in the county have a disability, which is lower than the region as a whole. More than 17 percent of residents live below the federal poverty level, which is the second-highest of the six counties. More than ten percent of residents are considered limited English proficient (LEP), although 19 percent speak a language other than English at home. Spanish is the most common non-English spoken language. There is a higher percentage of individuals who speak a non-English language other than Spanish, which may be attributable to the presence of several colleges and universities.

County population is expected to increase to 283,691 by July 2030.⁷ This reflects a 7.6 percent increase over the population cited in the ACS 2023 five-year estimate.

Exhibit 4.7 McLennan County demographics

Category	Number	Percentage
Total population	263,608	100.0%
Age		
Youth population (under 18)	63,669	24.2%
Adult population (18 to 64)	160,158	60.8%
Senior population (65 and older)	39,781	15.1%
Race/ethnicity		
White alone	167,794	63.7%
Black alone	37,077	14.1%
Native American/Alaska Native alone	1,366	0.5%
Asian alone	4,233	1.6%
Native Hawaiian/Other Pacific Islander alone	130	0.0%
Some other race	9,759	3.7%
Two or more races	43,249	16.4%
Hispanic/Latino of any race	70,219	26.6%
Disability		
Total civilian noninstitutionalized population	259,820	100.0%
Persons with disabilities	34,826	13.4%
Poverty		
Population for whom poverty status is determined	254,251	100.0%
Below federal poverty level	43,507	17.1%
Language		
Population 5 years and over	246,622	100.0%
Speak English only at home	199,763	81.0%
Speak Spanish at home	41,221	16.7%
Speak another language besides Spanish at home	5,638	2.3%
Speak English less than "very well"	25,183	10.2%

Source: American Community Survey (ACS) 2023 five-year estimates.

⁷ Texas Demographic Center (2022). Projections of the Total Population of Texas and Counties in Texas, 2020-2060 (0.5 Migration Scenario). Retrieved December 11, 2025, from <https://demographics.texas.gov/Resources/TPEPP/Projections/2022>.



Chapter 5 | Transportation Services Assessment

Transportation Service Profiles

This section provides information about transportation providers in the region. Per the Coordination Plan Guidebook published by the Texas Department of Transportation, a transportation provider is defined as an entity that operates or contracts for such a service, purchases service from another agency, or provides a subsidy to a rider. Data was obtained through a transportation provider survey, individual transportation provider websites, phone calls, and NTD Transit Agency Profiles.

There are three public transportation providers operating in the region. The Heart of Texas Council of Governments operates Blue Transit, which serves five rural counties (Bosque, Falls, Freestone, Hill, and Limestone). The Waco Transit System provides service within the Waco Urbanized Area. It also operates McLennan Rural Transit, which serves the non-urbanized portions of McLennan County. Additional transportation service is provided by social service providers and private non-profit and for-profit companies.

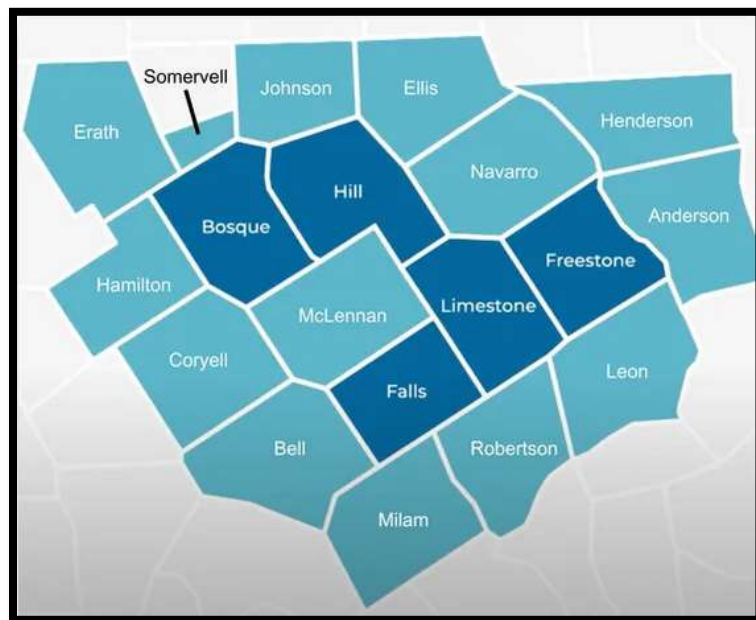
Public Transportation Providers

Transportation Provider:	Heart of Texas Council of Governments/Heart of Texas Rural Transit District (Blue Bus)
Type of transportation provider:	Public
Geographic area served:	Primary service area: Bosque, Falls, Freestone, Hill, and Limestone counties Secondary service area (travel to/from primary service area): Anderson, Bell, Coryell, Ellis, Erath, Hamilton, Henderson, Johnson, Leon, McLennan, Milam, Navarro, Robertson, and Somervell counties
Service modes provided:	Demand-response (Dial-A-Ride), Flex transit (route deviation)
Type of operation:	Directly operated
Operating days and hours:	Monday through Friday, 6:00 a.m. to 6:00 p.m.
Fares for service:	\$1.00 one-way in county; \$2.00 one-way outside origin county.
Service policies/eligibility:	No eligibility requirements. Customers reserve rides via a phone call. Reservations must be made 24 hours in advance. Same-day reservations are accommodated on a space-available basis. No subscription trips. Drivers assist passengers in and out of the vehicle as well as with a limited number of bags.
Mobility management programs:	None stated.
Fleet information:	22 vehicles (2 minivans and 20 cutaway buses); all but one of which are wheelchair-accessible. Average age of the minivan fleet is 8.5 years. Average age of the cutaway fleet is four years.
Technologies in use:	Shah Software (booking, scheduling, and dispatch)
Drivers and training:	Four full-time and three part-time drivers
Ridership:	30,235



Vehicle service hours operated:	31,138
Vehicle service miles operated:	692,494
Operating expenses:	\$1,588,822 (transportation is 21% of the agency’s total budget)
Operating revenues:	<ul style="list-style-type: none"> • Fares (3.0%) • State government appropriations (39%) • FTA Section 5311 (56%) • FTA Planning Grants (2.0%)
Perceptions of met/unmet needs:	Blue Transit is not able to accommodate all requests from riders due to insufficient funding to meet the demand as well as limited service area and service hours.
Existing coordination efforts:	<ul style="list-style-type: none"> • Regional transportation authority’s project advisory committee. • Information and referral.
Most needed coordination efforts:	<ul style="list-style-type: none"> • Greater coordination among providers. • More funding for operations. • Longer hours and/or more days of service. Specifically, coordinating trips outside the service area, accommodating weekend trips, accommodating trips after 5 p.m., and perception of limited community awareness. • More/consistent public outreach and more on-demand service options.
For more information:	Website: www.gobluetransit.com Phone: (254) 292-1873 Physical address: 1514 S. New Rd, Waco, TX 76711

Exhibit 5.1 Blue Transit service area



Dark blue = primary service area. Light blue = secondary service area.



Transportation Provider:	McLennan County Rural Transit
Type of transportation provider:	Municipal
Geographic area served:	McLennan County outside the Waco Urbanized Area; will provide service into Waco and Bosque, Falls, Freestone, Hill, and Limestone counties
Service modes provided:	Demand-response, commuter
Type of operation:	Directly operated and contracted (Central Texas Senior Ministries)
Operating days and hours:	Monday through Friday, 5:15 a.m. – 7:15 p.m. Saturday, 6:15 a.m. – 8:15 p.m.
Fares for service:	Demand-response: <ul style="list-style-type: none"> • \$3.00 each way within McLennan County • \$5.00 each way same-day trips • \$5.00 each way to adjacent counties Commuter routes: <ul style="list-style-type: none"> • \$3.00 each way
Service policies/eligibility:	Demand-response: Travel anywhere in McLennan or adjacent counties, as long as the trip begins or ends at a rural address in McLennan County. Demand-response rides may be reserved by phone or through arrangements by a third party (Modicare and SafeRide). Rides may be reserved up to 14 days in advance. Same-day reservations will be accommodated on a space-available basis.
Mobility management programs:	Services for individuals with disabilities or seniors (e.g., travel training)
Fleet information:	(Combined Waco Transit and McLennan Rural Transit) Sedans (6) 15-passenger vans (2) 8-14 seat vehicles (40) Transit buses (22)
Technologies in use:	Spare (demand-response), cell phones, two-way radios, mobile data terminals, tablets
Drivers and training:	(Combined Waco Transit and McLennan Rural Transit) 45 full-time drivers; 55 part-time drivers Drivers must complete classroom, behind-the-wheel, first aid, and defensive driving training.
Ridership:	27,808 (2025) Demand-response: 20,200 (2024) Commuter: 6,284 (2024)
Vehicle service hours operated:	Demand-response: 17,922 (2024) Commuter: 4,277 (2024)
Vehicle service miles operated:	Demand-response: 398,705 (2024) Commuter: 63,178 (2024)
Operating expenses:	\$1,558,883 (2024)



Operating revenues:	(Combined Waco Transit and McLennan Rural Transit) <ul style="list-style-type: none"> • Passenger fares (6%) • Third-party tickets/fares (12%) • Reimbursements for services (5%) • City funds (7%) • State funds (9%) • FTA Section 5307 (44%) • FTA Section 5310 (2%) • Other revenues (7%)
Perceptions of met/unmet needs:	<ul style="list-style-type: none"> • Unable to accommodate all ride requests due to insufficient number of vehicles and driver recruitment/retention challenges. • Barriers due to inconvenient or lengthy paths of travel.
Most needed coordination efforts:	<ul style="list-style-type: none"> • More funding for equipment (excluding vehicles), communications, or outreach. • More drivers and vehicles. • Technology for scheduling or dispatching (e.g., CAD/ADL). • There is a lack of qualified operators and vehicles to meet demand. • Coordination would most benefit under-banked or underserved residents needing access to public transportation.
For more information:	<p>Website: www.waco-texas.com/Departments/Transit-System/Transportation/Rural-Transportation Phone: (254) 750-1620 or (877) 875-7433 Email: wtscomments@wacotx.gov Physical address: 301 S. 8th St, Suite 100, Waco, TX 76701</p>

In addition to demand-response service, McLennan Rural Transit operates three commuter routes departing from the downtown Waco Transit Terminal twice per day:

- Mart (including service to McLennan County State Juvenile Correctional Facility) (5:15 a.m. and 5:15 p.m.),
- McGregor (including four local stops in McGregor and one in Woodway) (6:15 a.m. and 6:15 p.m.), and
- China Spring/Airport (including service to Waco Regional Airport, local high schools, and the senior center) (7:30 a.m. and 7:30 p.m.).

Transportation to Waco Regional Airport is also available from anywhere in McLennan County via the demand-response service. Trips must be reserved at least two weeks in advance.



Exhibit 5.2 McLennan Rural Transit service area

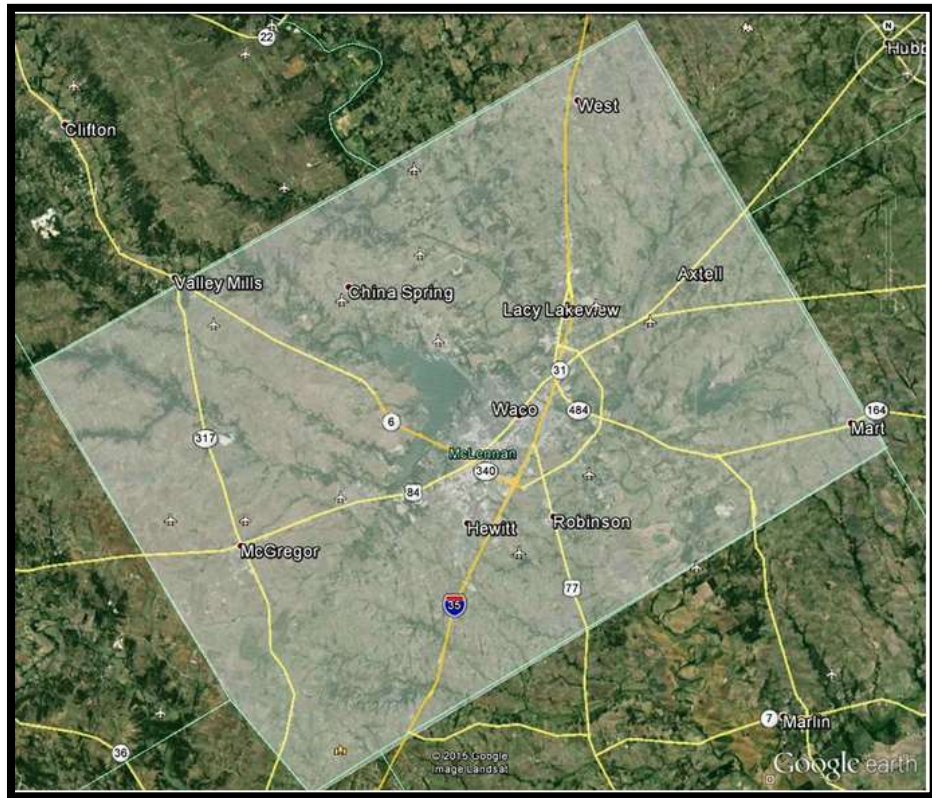
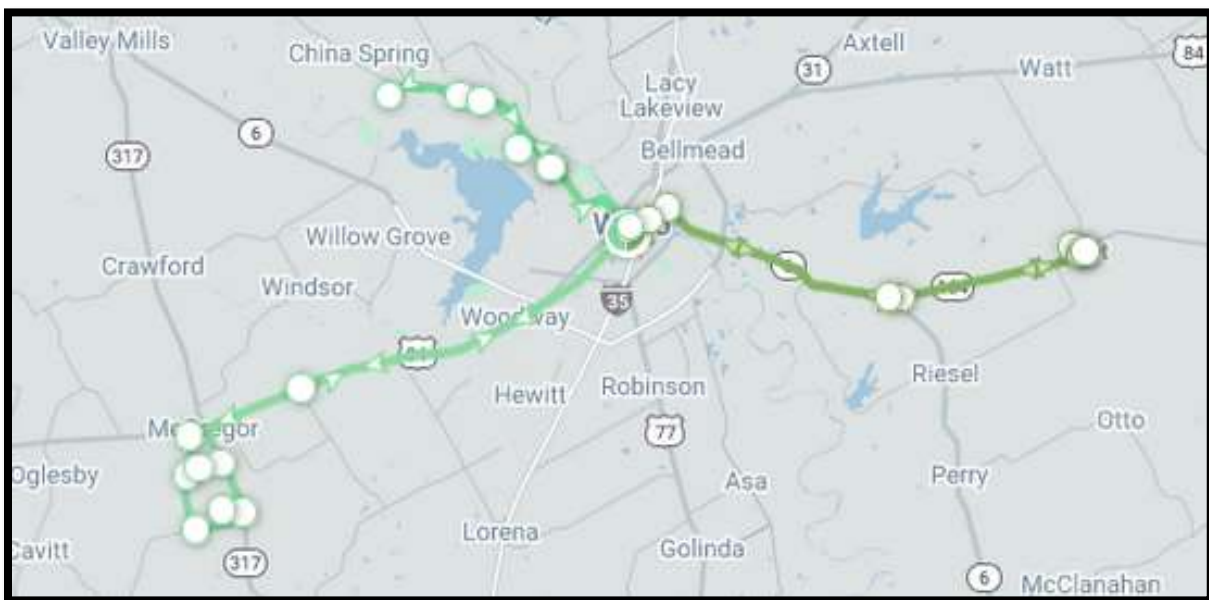


Exhibit 5.3 McLennan Rural Transit commuter routes





Transportation Provider:	Waco Transit System
Type of transportation provider:	Municipal
Geographic area served:	Waco Urbanized Area
Service modes provided:	Fixed-route, ADA complementary paratransit, demand-response, microtransit
Type of operation:	Directly operated
Operating days and hours:	Monday through Friday, 5:00 a.m. – 7:00 p.m. Saturday from 6:00 a.m. to 8:00 p.m. Micro Dash: Monday through Saturday from 7:00 a.m. to 7:00 p.m.
Fares for service:	Fixed-route: <ul style="list-style-type: none"> • Full fare: \$1.50 one-way; \$3.00 all day; \$40 31-day pass. • Reduced fare: \$.50 senior/disabled/Medicare one-way; \$1.00 student one-way; \$1.25 all day; \$20 K-12 31-day pass; children 5 years and younger ride free • Those who qualify for reduced fares must provide documentation confirming their eligibility. • MCC and TSTC students are eligible to receive a free bus pass. • Waco ISD students ride free with a student ID. Demand-response: <ul style="list-style-type: none"> • \$3.00 one-way; \$5.00 same-day request.
Service policies/eligibility:	Eligible riders must apply for and be approved for ADA paratransit and demand-response service. Demand-response and Microtransit rides may be reserved by phone, online or through a smartphone app (Spare), or through arrangements by a third party (Modicare and SafeRide). Rides may be reserved up to 14 days in advance. Same-day reservations will be accommodated on a space-available basis. Up to 50 percent of daily capacity may be subscription trips.
Mobility management programs:	Services for individuals with disabilities or seniors (e.g., travel training)
Fleet information:	(Combined Waco Transit and McLennan Rural Transit) Sedans (6) 15-passenger vans (2) 8-14 seat vehicles (40) Transit buses (22)
Technologies in use:	Spare (demand-response), cell phones, two-way radios, mobile data terminals, tablets
Drivers and training:	(Combined Waco Transit and McLennan Rural Transit) 45 full-time drivers; 55 part-time drivers Drivers must complete classroom, behind-the-wheel, first aid, and defensive driving training.
Ridership:	538,412 (2025) Demand-response: 63,446 (2024) Fixed-route: 789,667 (2024)



Vehicle service hours operated:	89,378 (2025) Demand-response: 32,123 (2024) Fixed-route: 49,312 (2024)
Vehicle service miles operated:	1,307,663 (2025) Demand-response: 482,817 (2024) Fixed-route: 749,202 (2025)
Operating expenses:	\$7,933,639 (2024)
Operating revenues:	(Combined Waco Transit and McLennan Rural Transit) <ul style="list-style-type: none"> • Passenger fares (6%) • Third-party tickets/fares (12%) • Reimbursements for services (5%) • City funds (7%) • State funds (9%) • FTA Section 5307 (44%) • FTA Section 5310 (2%) • Other revenues (7%)
Perceptions of met/unmet needs:	<ul style="list-style-type: none"> • Unable to accommodate all ride requests due to not insufficient number of vehicles and driver recruitment/retention challenges. • Barriers due to inconvenient or lengthy paths of travel.
Most needed coordination efforts:	<ul style="list-style-type: none"> • More funding for equipment (excluding vehicles), communications, or outreach. • More drivers and vehicles. • Technology for scheduling or dispatching (e.g., CAD/ADL). • Lack of qualified operators and vehicles to meet demand. • Coordination would most benefit under-banked or underserved residents needing access to public transportation.
For more information:	Website: www.waco-texas.com/Departments/Transit-System Phone: (254) 750-1900 Email: wtscomments@wacotx.gov Physical address: 301 S. 8 th St, Suite 100, Waco, TX 76701

Waco Transit operates 10 fixed routes serving the Waco Urbanized Area. These include:

- Route 1: MCC/Valley Mills (counter-clockwise; opposite of Route 2)
- Route 2: Valley Mills/MCC (clockwise; opposite of Route 1)
- Route 3: VA/Colcord (clockwise; opposite of Route 4)
- Route 4: Colcord/VA (counter-clockwise; opposite of Route 3)
- Route 5: TSTC/Bellmead
- Route 6: Highway 6 Loop
- Route 7: East Waco (counter-clockwise on even hours; clockwise on odd hours)
- Route 8: Bosque & Sanger
- Route 9: South Terrace
- Route 10: Waco/Riesel/Sanderson Farms



Exhibit 5.4 Waco Transit system map

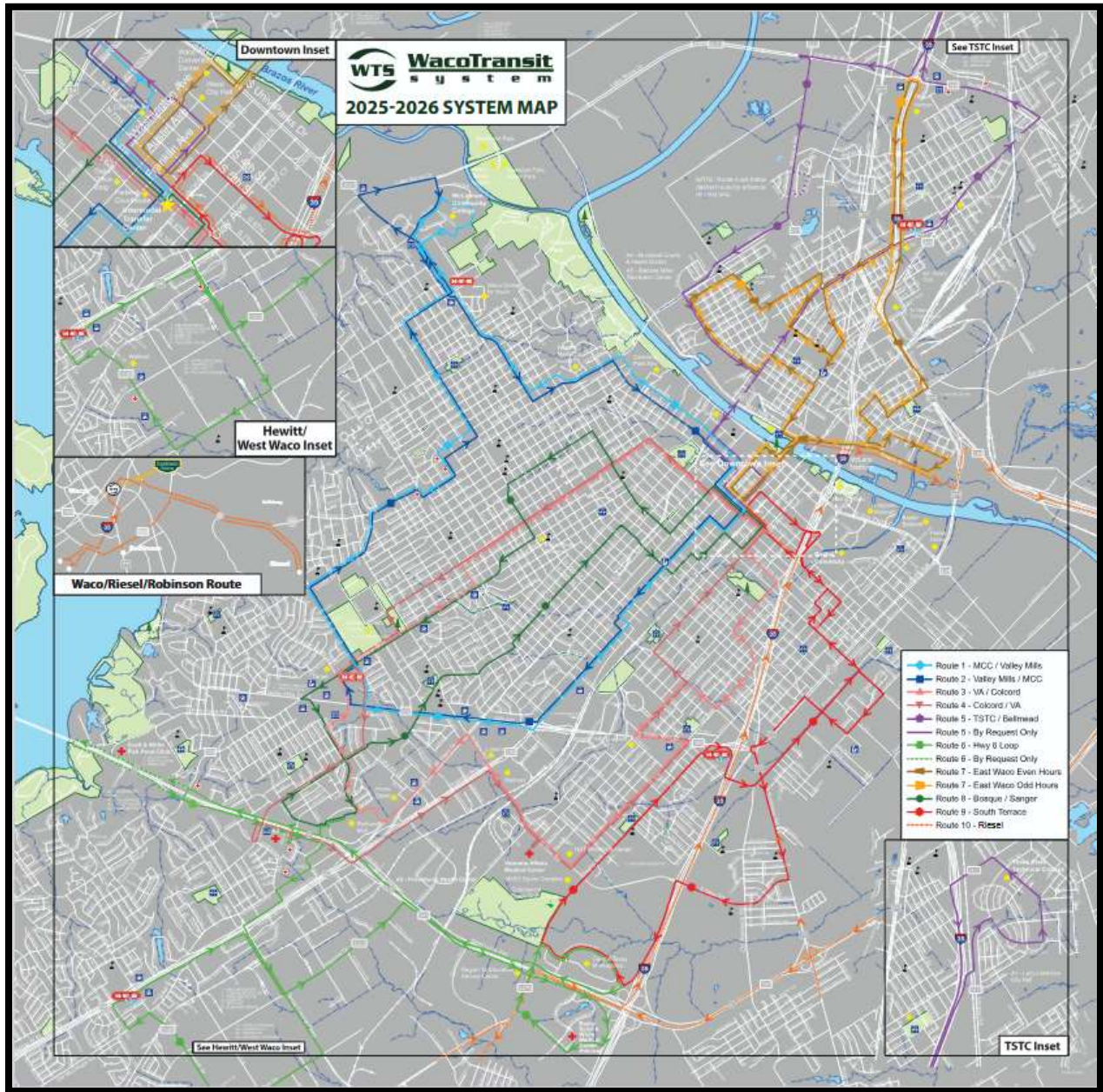




Exhibit 5.5 Waco Transit ADA Paratransit/Demand-Response service area

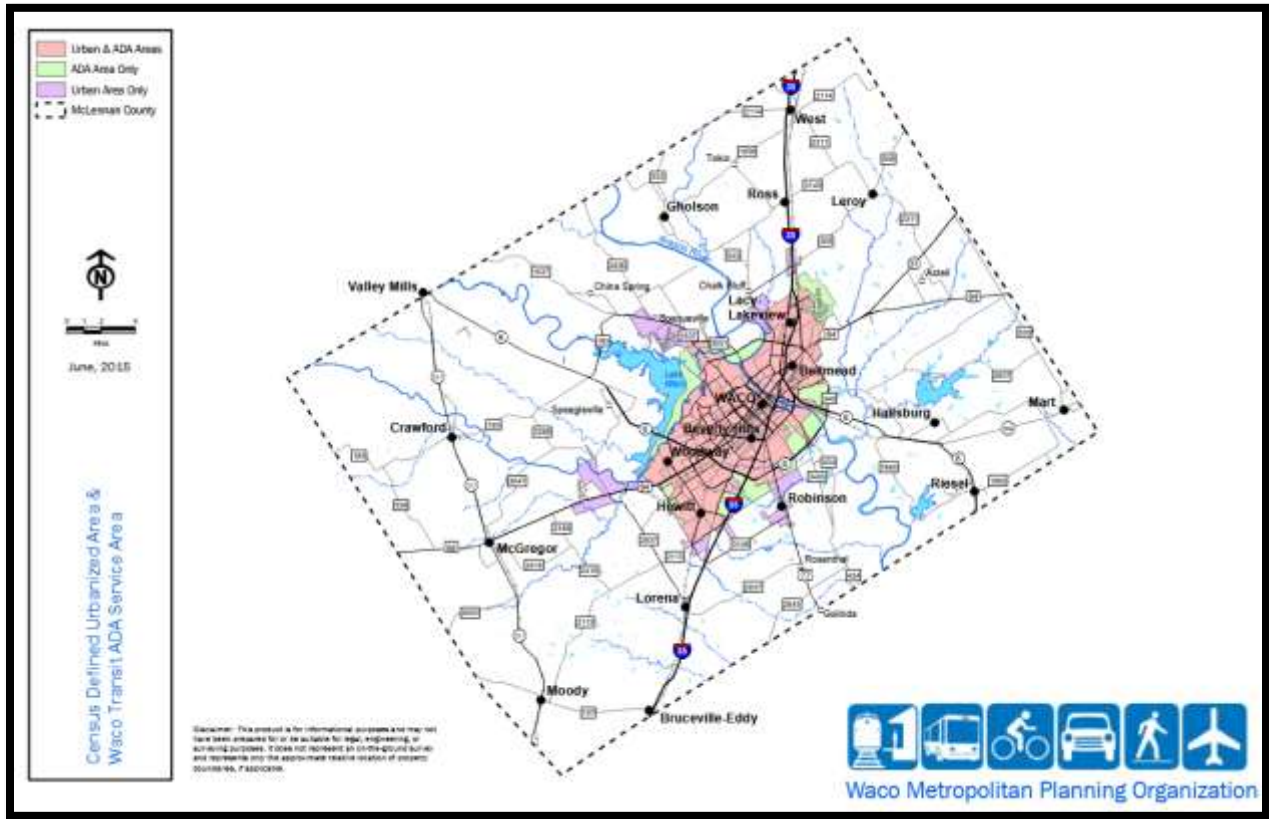
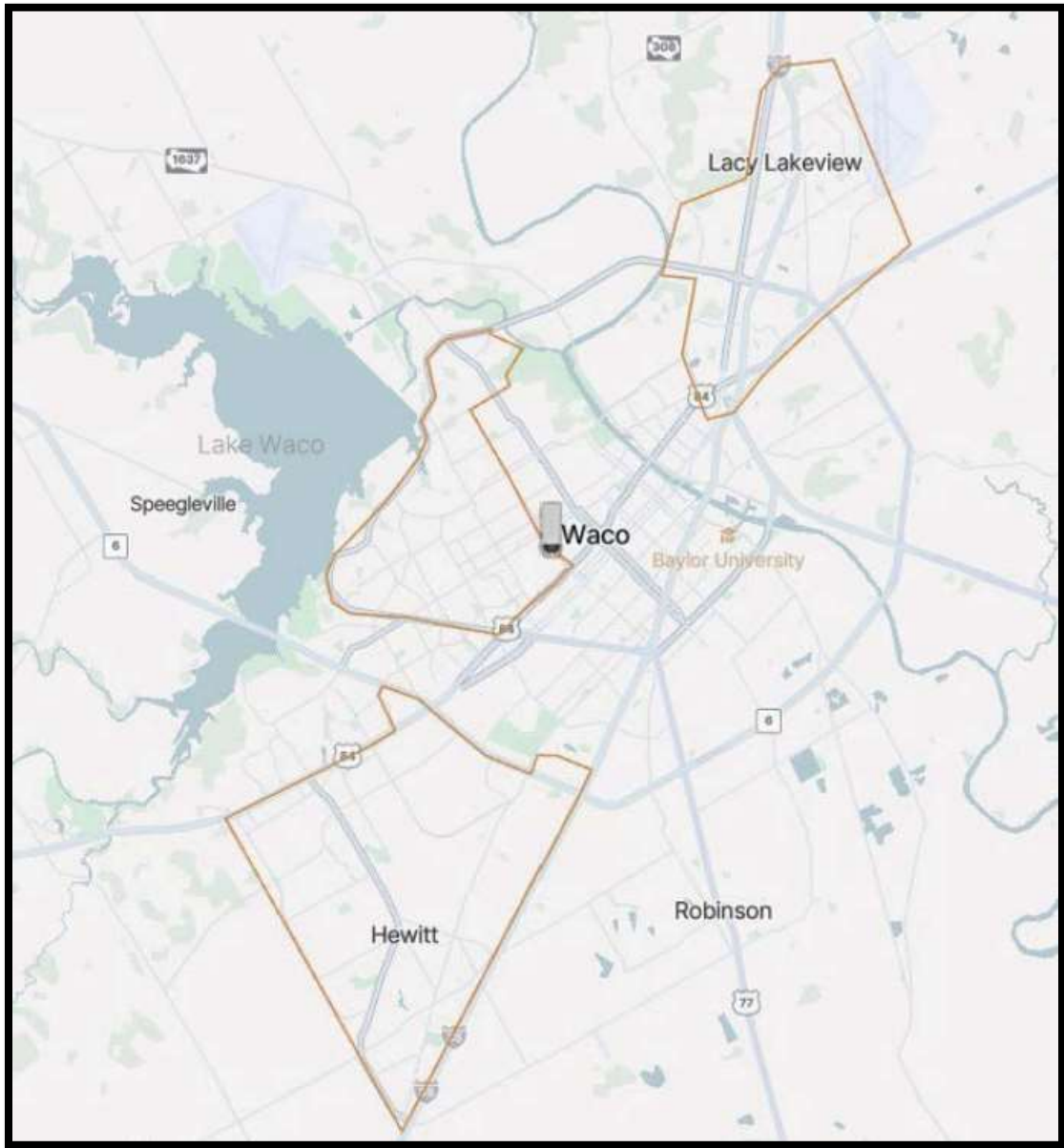




Exhibit 5.6 Waco Transit Micro Dash service zones





In addition to its regular service, Waco Transit also operates the free Baylor University Shuttle (BUS) service when school is in session. This includes four fixed routes (Green, Gold, Red, and Blue) serving the Baylor University campus and surrounding residential areas. Green and Gold routes operate every 10 minutes; the Red route every 12 minutes, and the Blue route every 15 minutes between approximately 7:25 a.m. and 5:25 p.m. (although the Gold Route operates until 6:30 p.m.). An After Hours route operates from 6:30 p.m. to 1:30 a.m. Monday through Thursday when school is in session.

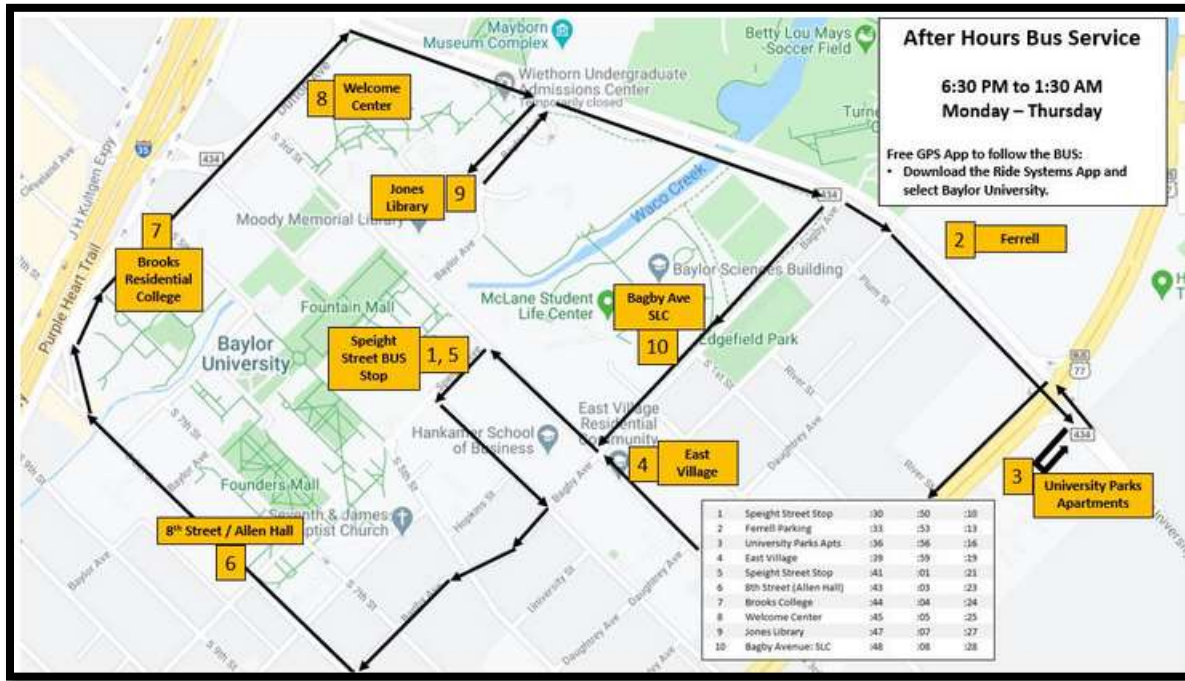
Waco Transit also operates free Gameday Shuttles for Baylor’s home football and basketball games. The “Tailgater” football shuttle picks up in downtown Waco and provides transportation to McLane Stadium. The Foster Pavilion Basketball Shuttle travels between campus and the Ferrell Center.

Exhibit 5.7 Baylor University Shuttle system map





Exhibit 5.8 Baylor University Shuttle After Hours route



Social Service Transportation Providers

Transportation Provider:	McLennan County Health Services
Type of transportation provider:	Municipal
Geographic area served:	McLennan County
Service modes provided:	Distribute public transit/paratransit passes to clients
Service policies/eligibility:	Services only available to residents of McLennan County
Perceptions of met/unmet needs:	Clients refuse to use the bus, even after being given free bus passes.
Existing coordination efforts:	<ul style="list-style-type: none"> Local coordination committee. Regional transportation authority's project advisory committee. Information referral. Participation on the HOTCOG RTCC Committee.
Most needed coordination efforts:	<ul style="list-style-type: none"> Greater coordination among providers. More funding for operations. More funding for equipment, communications, or outreach. Longer hours and/or more days of service. More drivers and/or vehicles. Lower fares on existing services. Technology for scheduling or dispatching. Would like to see a unified single payment method between carriers (Waco Transit, Rural Transit, and RTCC).



	<ul style="list-style-type: none"> Updated educational material. (The current Waco Transit video is dated and gives the perception of public transit being unsafe.)
For more information:	Website: www.mclennan.gov/291/Health-Services Phone: (254) 757-5174 Physical address: 824 Washington Avenue, Waco, TX 76701

Transportation Provider:	Meals on Wheels Waco
Type of transportation provider:	Private non-profit
Geographic area served:	Falls, Hill, and McLennan counties
Service modes provided:	Demand-response
Type of operation:	Directly operated
Operating days and hours:	4:00 a.m. – 7:00 p.m.
Fares for service:	\$3.00 and accepts any donation amounts.
Service policies/eligibility:	Eligible riders are seniors age 60 and older, persons with disabilities, or low-income/Medicaid beneficiaries. Rides must be reserved one day before travel. Same-day reservations on a space-available basis. Most clients have standing appointments.
Fleet information:	Four vehicles in use for transportation
Technologies in use:	Spare (Waco Transit System), tablets
Drivers and training:	One full-time driver and three part-time drivers
Perceptions of met/unmet needs:	<ul style="list-style-type: none"> Affordability of current transportation services. Client eligibility restrictions imposed by various funding sources. Trip purpose eligibility restrictions imposed by funding sources.
Existing coordination efforts:	Partner with Waco Transit on a grant program to provide trips to clients. Have encountered statutory barriers to pooling funds.
Most needed coordination efforts:	<ul style="list-style-type: none"> More funding for operations. More funding for equipment (excluding vehicles), communications, or outreach. Technology for scheduling or dispatching.
For more information:	Website: mowwaco.org/about/programs/transportation/ Phone: (254) 752-0316 Physical address: 501 W. Waco Dr, Waco, TX 76707



Private Transportation Providers

Transportation Provider:	Arradda Transportation
Type of transportation provider:	Private for-profit
Geographic area served:	Falls, Freestone, Hill, Limestone, McLennan counties
Service modes provided:	Non-emergency medical transportation
Type of operation:	Directly operated
Fares for service:	Fare is paid for by insurance
Service policies/eligibility:	No eligibility requirements, as long as riders are pre-approved by insurance.
Technologies in use:	Cellular phones
Drivers and training:	Drivers are required to be CPR certified.
Perceptions of met/unmet needs:	Riders are not aware of all available services.
Most needed coordination efforts:	Travel training to educate the public regarding what services are available and what can be covered by insurance.
For more information:	Phone: (903) 907-0979 or (254) 747-3637

Transportation Provider:	Fairfield Ambulance Service Inc. (Fairfield EMS)
Type of transportation provider:	Private non-profit
Geographic area served:	Freestone County and the City of Fairfield
Service modes provided:	Ground ambulance, non-emergency medical transportation
Type of operation:	Directly operated
Fares for service:	12-month memberships available: \$60 individual, \$75 family
Service policies/eligibility:	No eligibility requirements.
Fleet information:	Four Type 1 Frazer Ambulances
For more information:	Website: fairfieldems.com Phone: (903) 389-6511 (business office; for emergency call 911) Physical address: 742 W. Commerce St, Fairfield, TX 75840

Transportation Provider:	Luxury Limousine of Waco
Type of transportation provider:	Private for-profit
Geographic area served:	Falls, Freestone, Hill, Limestone, McLennan counties. Car and airport service to Austin, Dallas/Fort Worth, and Waco.
Service modes provided:	Private
For more information:	Website: www.limowaco.com Phone: (254) 716-6224



Transportation Provider:	Waco Tours LLC
Type of transportation provider:	Private for-profit
Geographic area served:	Parts of McLennan County
Service modes provided:	Flex transit, private event transportation for Baylor University and the Texas Rangers
Type of operation:	Directly operated
Fares for service:	\$175 per van per hour
Technologies in use:	Cellular phones
Perceptions of met/unmet needs:	Unable to accommodate all requests due to lack of available vehicles and affordability of current services.
For more information:	Website: waco-tours.com Phone: (254) 300-8725 Physical address: 407 S. 8 th St, Waco, TX 76706

Other Transportation Providers

Name	Type	Contact Information
Access2Care/MTM Health	Non-emergency medical transportation	(844) 572-8194
Airport Transportation of Waco	Limo/car service, airport transportation to Austin Dallas/Fort Worth, Houston, and Waco	(800) 542-1781; brian@airporttransportationofwaco.com
Disabled American Veterans	Veterans transportation	(254) 299-9932; dav.vbawac@va.gov
Elite Transportation	Car service	(254) 349-4007; EliteTransportation18@yahoo.com
EverDriven	Youth transportation	(877) 225-7750
Heart of Texas Limos	Limo/car service	(254) 661-4107; charles@heartoftexaslimos.com
MedLift	Non-emergency medical transportation	(512) 375-4168; info@medliftus.com
Oasis Limo	Limo/car service	(254) 300-1983; info@oasislimoservicellc.com
Ride N Safe	Non-emergency medical transportation in Bosque, Falls, Limestone, Hill, and McLennan counties	(817) 953-2979; ride@ridensafe.com
Taxi Mom – Waco	Youth transportation	(254) 633-7971; waco@taximom.com
Waco Streak	Airport shuttle to Austin and Dallas/Fort Worth, car service	(254) 772-0430; streak@grandecom.net
Yellow Cab Waco	Taxi	(254) 349-2083

Rideshare companies Uber and Lyft also operate within the region. Availability for a specific trip should be verified through the providers' mobile applications.



Other Transportation Assistance

Name	Type of Assistance Provided	Geographies served	Contact Information
Communities in Schools of the Heart of Texas	<ul style="list-style-type: none"> • Provide tickets or passes to use public transit or paratransit 	Locations within Bosque, Falls, Freestone, Limestone, Hill, and McLennan counties	(254) 753-6002 1001 Washington Ave, Waco, TX 76701
Encompass Health	<ul style="list-style-type: none"> • Client transportation • Contract with a transit provider for client trips 	HOTCOG region	(254) 523-2200 3600 S. Loop 340 Hwy, Robinson, TX 76706
Goodall Witcher Healthcare	<ul style="list-style-type: none"> • Client transportation 	Locations within Bosque, Falls, Freestone, Limestone, Hill, and McLennan counties	(254) 675-8322 101 Posey Ave, Clifton, TX 76634
Heart of Texas Veterans One-Stop	<ul style="list-style-type: none"> • Client transportation • Volunteer driver program • Provide tickets or passes to use public transit or paratransit 	HOTCOG region	(254) 297-7171 2010 LaSalle Ave, Waco, TX 76706
Heart of Texas Workforce Solutions	<ul style="list-style-type: none"> • Provide mileage reimbursement or gas money 	HOTCOG region	(254) 296-5312 1415 S. New Rd, Waco, TX 76711
Hill County Veterans Office	<ul style="list-style-type: none"> • Client transportation 	Hill County	(254) 582-4074 126 S. Covington St, Hillsboro, TX 76645
McLennan County Health Services	<ul style="list-style-type: none"> • Provide tickets or passes to use public transit or paratransit 	McLennan County	(254) 757-5174 824 Washington Ave, Waco, TX 76701
Meals on Wheels Waco	<ul style="list-style-type: none"> • Pay for car repairs or other car expenses 	Hill and McLennan counties	(254) 752-0316 501 W. Waco Dr, Waco, TX 76707



Name	Type of Assistance Provided	Geographies served	Contact Information
Texas AHEC East – Waco Region	<ul style="list-style-type: none"> • Client transportation • Contract with a transit provider for client trips 	Bosque, Falls, Limestone, Hill, McLennan, and other counties	(254) 313-5100 1610 Providence Dr, Waco, TX 76707
Texas Veterans Commission	<ul style="list-style-type: none"> • Provide tickets or passes to use public transit or paratransit • Provide mileage reimbursement or gas money 	HOTCOG region and statewide	(254) 749-8239 Waco VA, 4800 Memorial Dr, Waco, TX 76711
Tri-Cities Ministries	<ul style="list-style-type: none"> • Provide tickets or passes to use public transit or paratransit • Provide mileage reimbursement or gas money 	Locations within McLennan County	(254) 777-5229 1301 Hogan Ln, Waco, TX 76705 (St. Paul Lutheran Church)
VA Medical Center	<ul style="list-style-type: none"> • Provide tickets or passes to use public transit or paratransit • Provide mileage reimbursement or gas money 	HOTCOG region and other counties	(254) 379-0532 4800 Memorial Dr, Waco, TX 76711
Waco Housing Authority	<ul style="list-style-type: none"> • Provide tickets or passes to use public transit or paratransit 	Locations within Bosque, Limestone, Hill, McLennan, and other counties	(254) 752-0324 4400 Cobbs, Waco, TX 76710



Chapter 6 | Transportation Needs and Gaps Assessment

Transit Needs Index and Maps

The Transit Needs Index (TNI) uses weighted demographic data to identify where transportation needs are more pronounced. Demographic data used in the TNI includes older adults (age 65 and older), individuals with a disability, persons living below the federal poverty level, and households lacking access to a personal vehicle. Demographic data from the American Community Survey, 2023 five-year estimates, for each census tract within each county in the HOTCOG region was utilized in developing the Transportation Needs Index.

Methodology

The methodology for developing a TNI value is as follows:

1. For each census tract, obtain percentages for each demographic cohort.
2. Assign an index by dividing the census tract percentage by the census tract mean for each cohort.
3. Multiply the index by the weight for that demographic cohort.
 - a. Persons with a disability: 40
 - b. Persons living in poverty: 15
 - c. Households with no vehicle available: 15
 - d. Population age 65 and older: 30
4. Add together the index times weight for all four cohorts; this is the TNI value.
5. Calculate the standard deviation.
6. Determine the TNI category based on the number of standard deviations from the mean.
 - a. Very high transit need = More than 1.5 standard deviations above the mean.
 - b. High transit need = Between 0.5 and 1.5 standard deviations above the mean.
 - c. Average transit need = Plus or minus 0.5 standard deviations from the mean.
 - d. Low transit need = Between 0.5 and 1.5 standard deviations below the mean.
 - e. Very low transit need = More than 1.5 standard deviations below the mean.

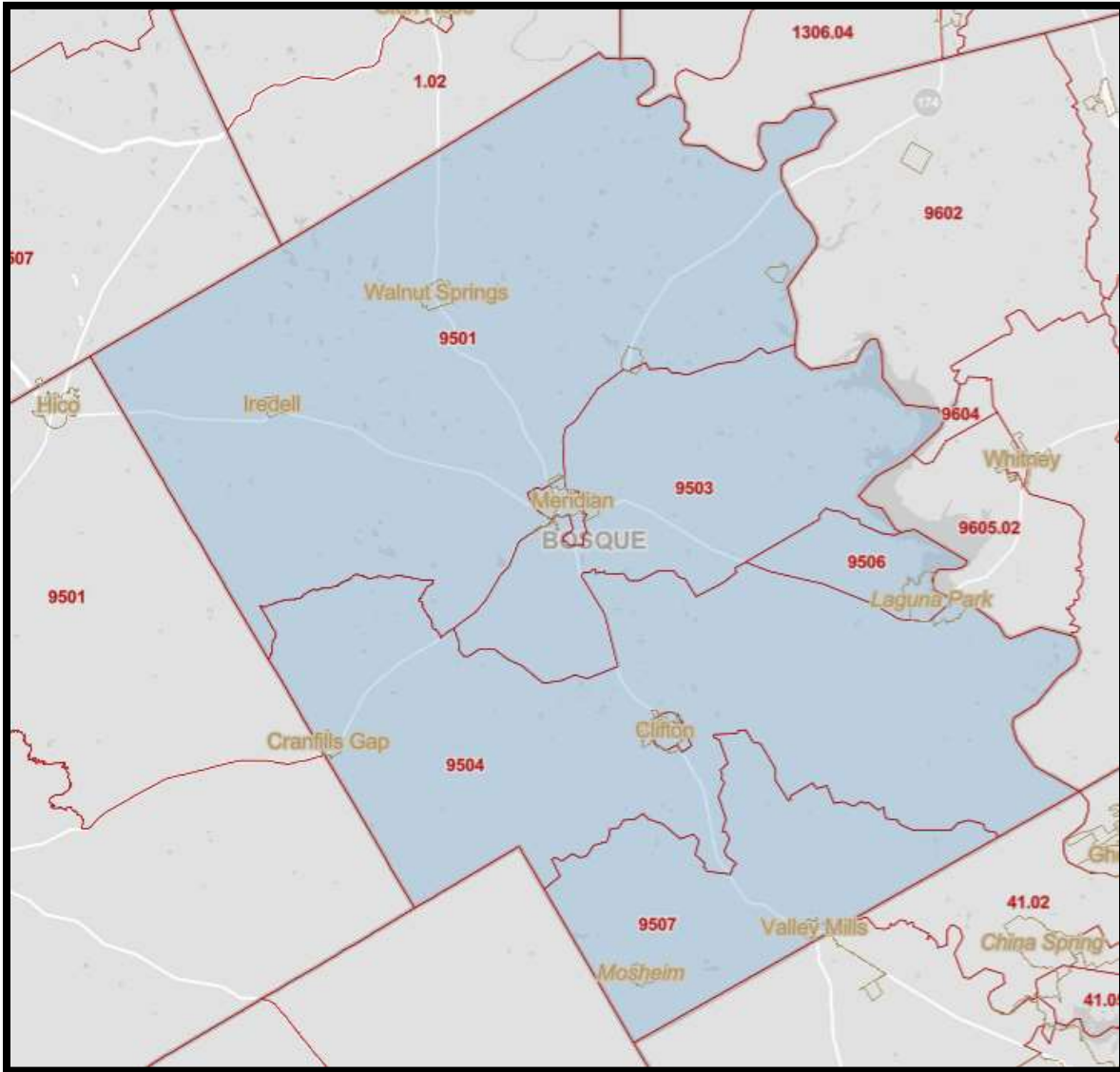
Bosque County

For Bosque County, a standard deviation of 31 was calculated. As a result, a TNI value under 54 was considered *very low transit need*; a value between 54 and 85 was considered *low transit need*; a value between 85 and 115 was considered *average transit need*; a value between 115 and 146 was considered *high transit need*; and a value of 147 or higher was considered *very high transit need*.

None of the seven census tracts was determined to be *very low* or *very high transit need*. Two of the census tracts were categorized as *low transit need* (28.6 percent), two as *average transit need* (28.6 percent), and three as *high transit need* (42.9 percent). The three census tracts identified as *high transit need* were 9502 (which includes most of the city of Meridian), 9505 (which includes most of the city of Clifton), and 9506 (which is located in the eastern portion of the county and includes the Laguna Park area). The full TNI for Bosque County is provided in Exhibit 6.13.



Exhibit 6.1 Bosque County census tracts



Falls County

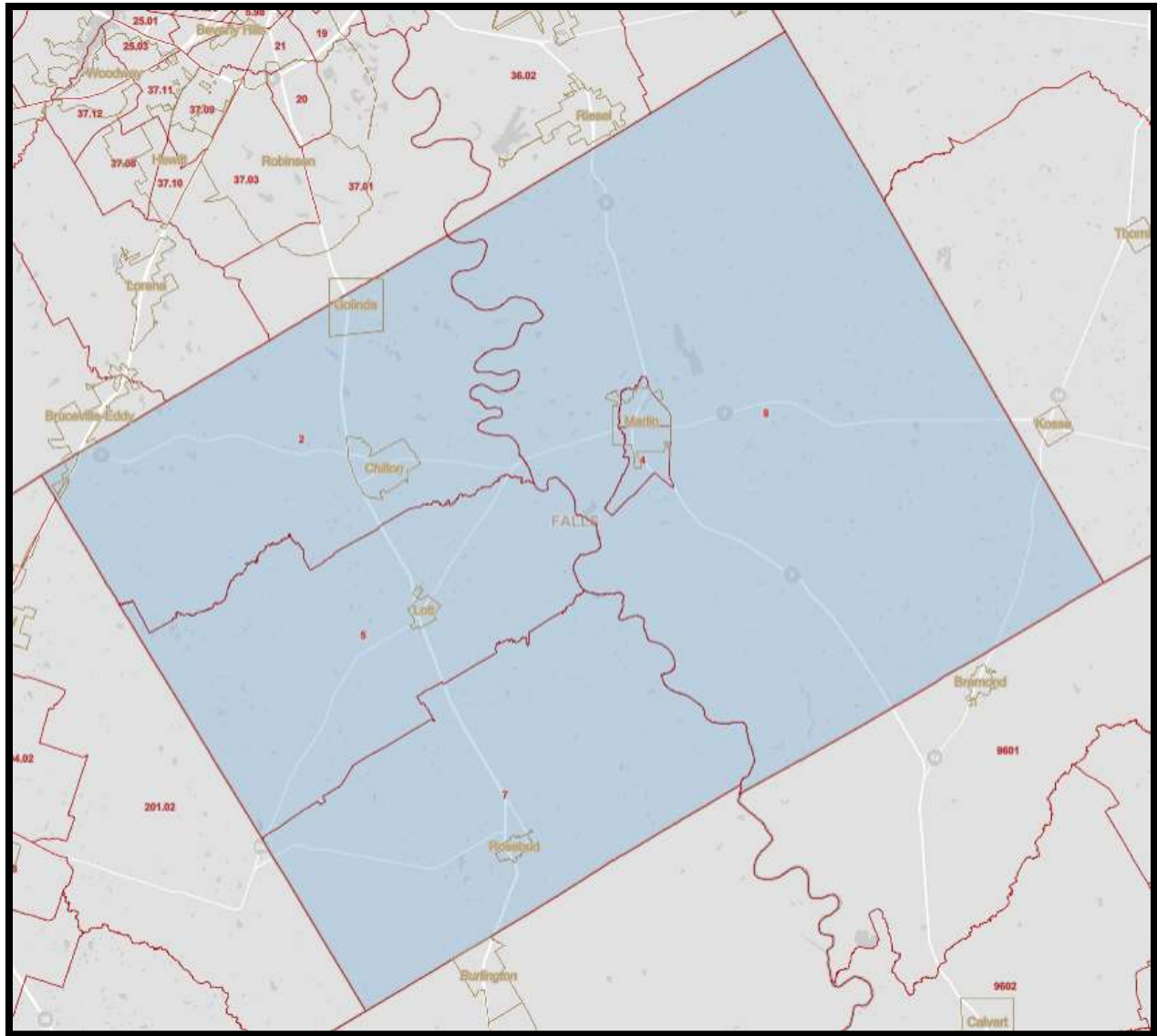
For Falls County, a standard deviation of 19 was calculated. As a result, a TNI value under 71 was considered *very low transit need*; a value between 71 and 91 was considered *low transit need*; a value between 91 and 109 was considered *average transit need*; a value between 109 and 128 was considered *high transit need*; and a value of 129 or higher was considered *very high transit need*.

None of the six census tracts was determined to be *very high transit need*. One of the census tracts was categorized as *very low transit need* (16.7 percent), three as *average transit need* (50 percent), and two as *high transit need* (33.3 percent). The two census tracts identified as *high transit need* were 2 (which



includes the city of Chilton and a portion of the city of Golinda in the northwest portion of the county) and 4 (which primarily consists of the city of Marlin). The full TNI for Falls County is provided in Exhibit 6.14.

Exhibit 6.2 Falls County census tracts



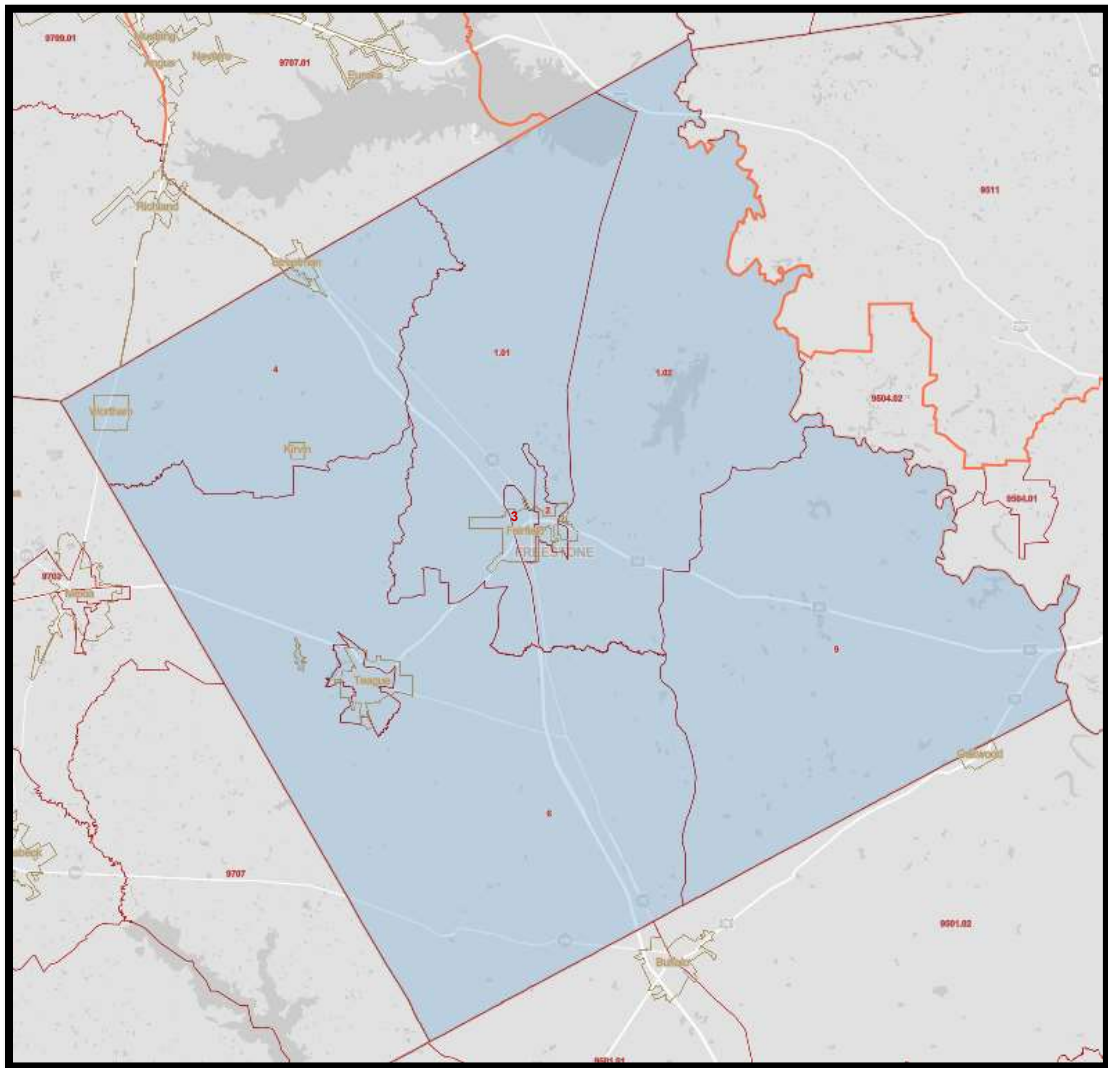


Freestone County

For Freestone County, a standard deviation of 22 was calculated. As a result, a TNI value under 66 was considered *very low transit need*; a value between 66 and 89 was considered *low transit need*; a value between 89 and 111 was considered *average transit need*; a value between 111 and 134 was considered *high transit need*; and a value of 134 or higher was considered *very high transit need*.

None of the eight census tracts was determined to be *very high transit need*. One of the census tracts was categorized as *very low transit need* (12.5 percent); one as *low transit need* (12.5 percent), four as *average transit need* (50 percent), and two as *high transit need* (25 percent). The two census tracts identified as *high transit need* were 3 (which primarily includes the western portion of the city of Fairfield) and 9 (which is located in the southeastern portion of the county). The full TNI for Freestone County is provided in Exhibit 6.15.

Exhibit 6.3 Freestone County census tracts





Hill County

For Hill County, a standard deviation of 20 was calculated. As a result, a TNI value under 70 was considered *very low transit need*; a value between 70 and 90 was considered *low transit need*; a value between 90 and 110 was considered *average transit need*; a value between 110 and 130 was considered *high transit need*; and a value of 130 or higher was considered *very high transit need*.

None of the 12 census tracts was determined to be *very low transit need*. Four of the census tracts were categorized as *low transit need* (33.3 percent), five as *average transit need* (41.7 percent), two as *high transit need* (16.7 percent), and one as *very high transit need* (8.3 percent). The two census tracts identified as *high transit need* were 9606 (which includes most of the city of Whitney) and 9611 (which encompasses much of the eastern portion of the county, including Carl's Corner, Mertens, and Bynum). The census tract identified as *very high transit need* was 9604 (which includes the lakefront communities along the bend of the Brazos River northwest of Whitney). The full TNI for Hill County is provided in Exhibit 6.16.

Exhibit 6.4 Hill County census tracts

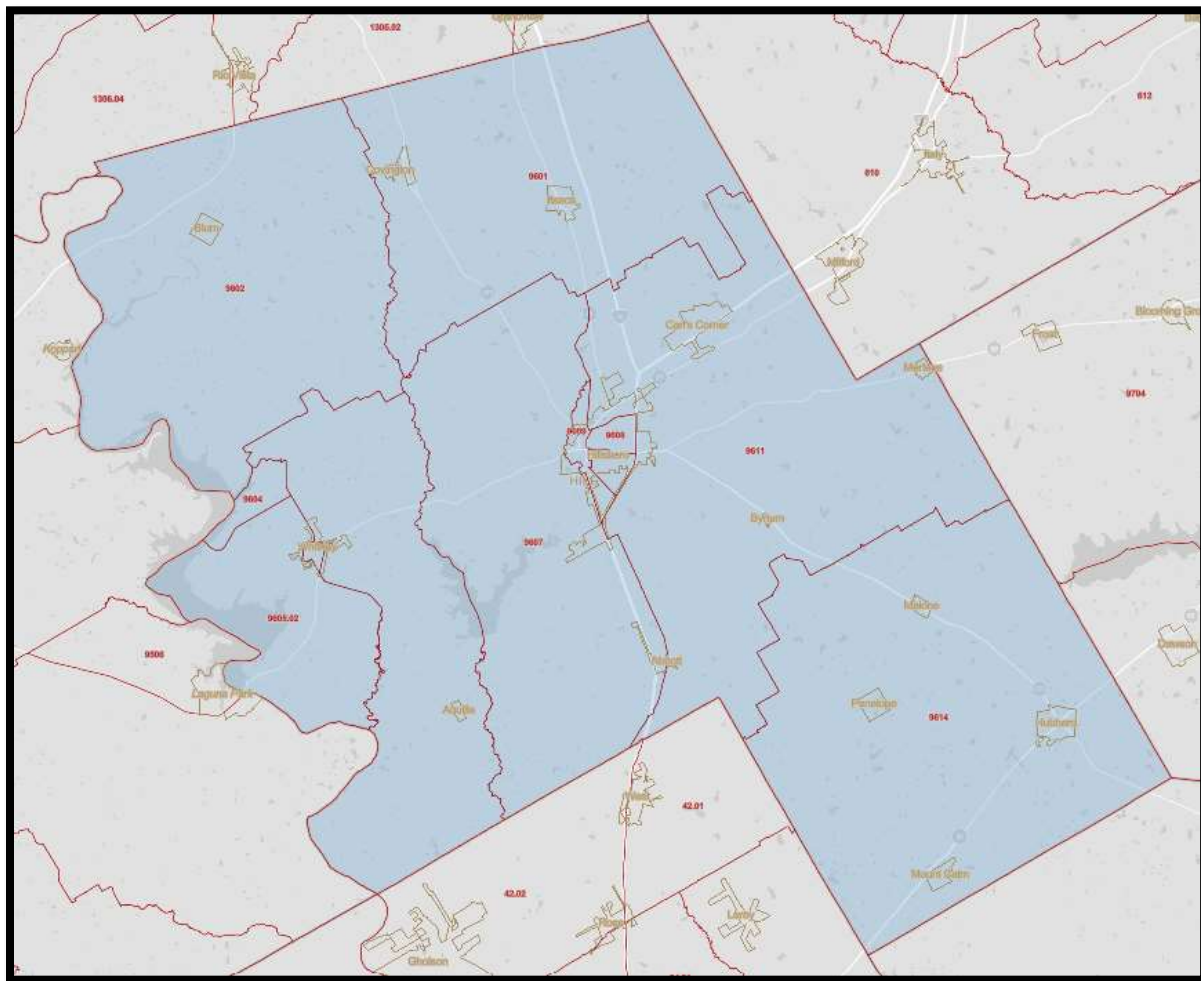
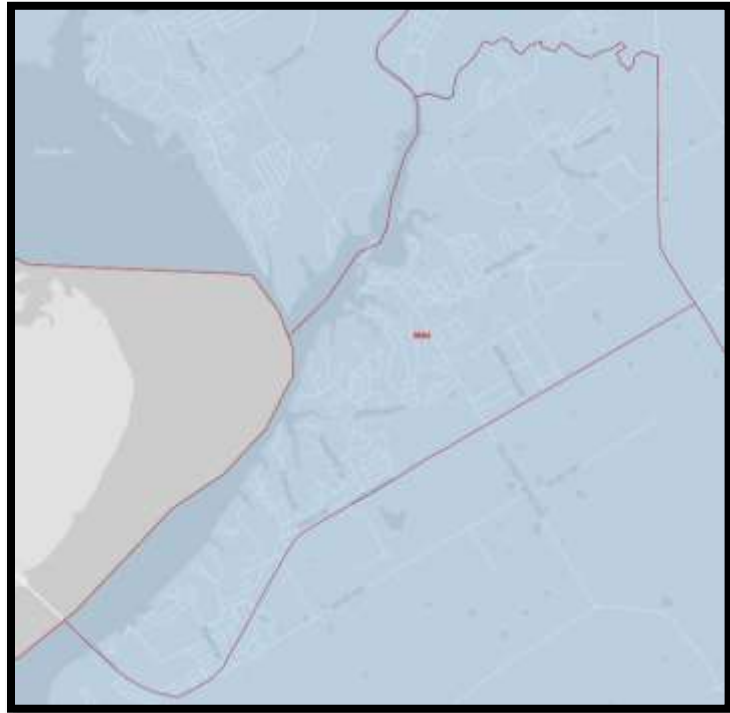




Exhibit 6.5 Hill County census tract 9604



Limestone County

For Limestone County, a standard deviation of 33 was calculated. As a result, a TNI value under 50 was considered *very low transit need*; a value between 50 and 83 was considered *low transit need*; a value between 83 and 117 was considered *average transit need*; a value between 117 and 150 was considered *high transit need*; and a value of 150 or higher was considered *very high transit need*.

None of the eight census tracts was determined to be *very low transit need*. Two of the census tracts were categorized as *low transit need* (25 percent), four as *average transit need* (50 percent), one as *high transit need* (12.5 percent), and one as *very high transit need* (12.5 percent). The census tract identified as *high transit need* was 9703 (which includes most of the city of Mexia north of Milan St/Hwy 84). The census tract identified as *very high transit need* was 9707 (located in the southeastern corner of the county, east of Groesbeck). The full TNI for Limestone County is provided in Exhibit 6.17.



Exhibit 6.6 Limestone County census tracts

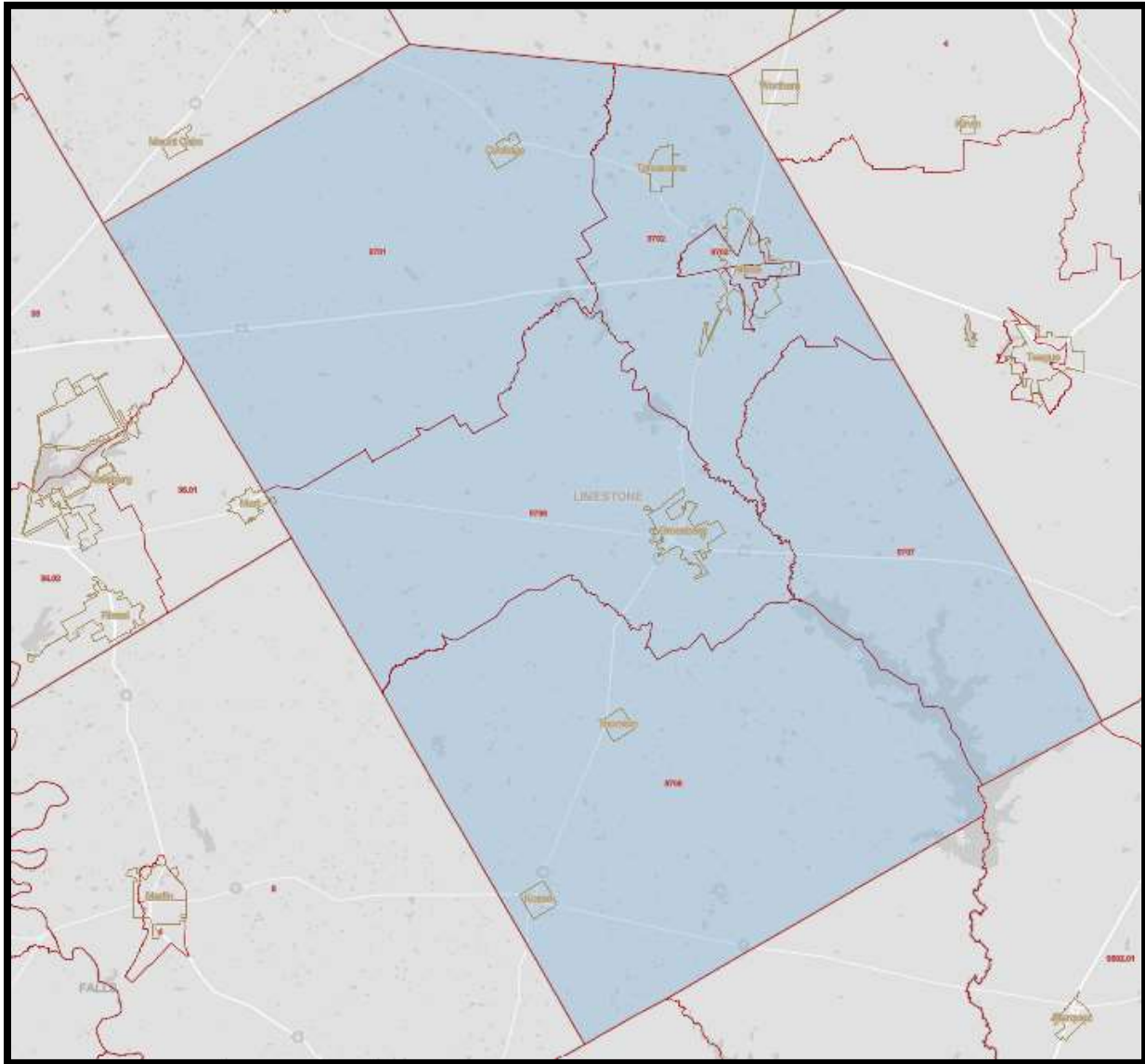
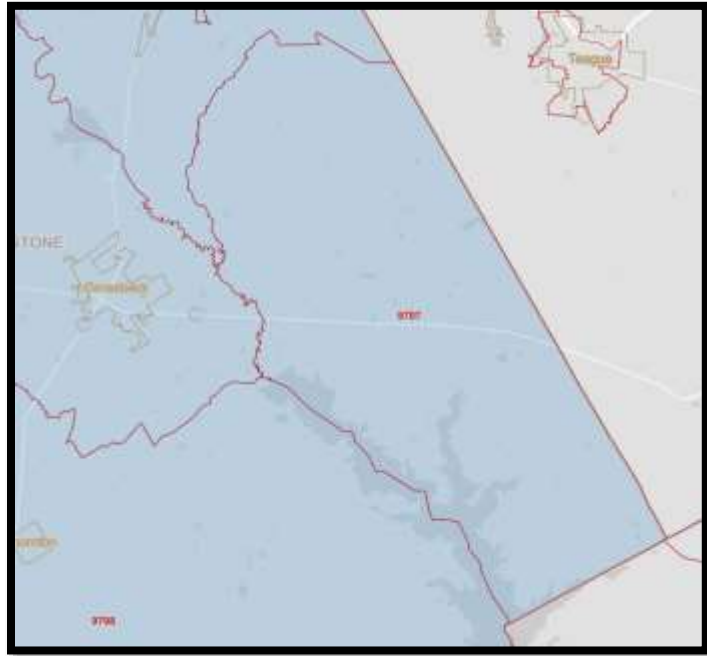




Exhibit 6.7 Limestone County census tract 9707



McLennan County

For McLennan County, a standard deviation of 34 was calculated. As a result, a TNI value under 52 was considered *very low transit need*; a value between 52 and 82 was considered *low transit need*; a value between 82 and 116 was considered *average transit need*; a value between 116 and 151 was considered *high transit need*; and a value of 151 or higher was considered *very high transit need*.

One of the 57 census tracts was categorized as *very low transit need* (1.8 percent), 18 as *low transit need* (31.6 percent), and 24 as *average transit need* (42.1 percent). Ten census tracts were categorized as *high transit need* (17.5 percent) and four as *very high transit need* (7.0 percent). The ten census tracts identified as *high transit need* were:

- 10 (which is located in downtown Waco and is bordered by Maple Ave, N. 26th St, Bosque Blvd, and N. 15th St);
- 14.02 (which is located south of Lacy-Lakeview and west of Bellmead and is bordered by Business 77, Waco Dr, Delano Ave, the Brazos River, and W. Craven Ave);
- 19 (which is located in southeast Waco, extends from just north of La Salle Ave to Hwy 6, and includes the Oakwood neighborhood);
- 23.02 (which includes the Richland Hills neighborhood and is bordered by N. Valley Mills Dr, N. 57th St, Sanger Ave, Owen Ln, Hwy 6, and an area east of Franklin Ave);
- 25.03 (which includes Woodway and is bordered by Hwy 6, Hwy 84, Estates Dr, and Lake Waco);
- 28 (which includes the Landon Branch neighborhood and is bordered by Hillcrest Dr, MacArthur Dr, McFerrin Ave, N. 29th St, Park Lake Dr, Lake Shore Dr, and Lake Waco);



- 36.01 (which is located in the far southeast corner of the county and includes portions of the city of Hallsburg and the city of Mart);
- 37.11 (which includes portions of West Waco and Hewitt and is bordered by Hwy 6, Hwy 84, Chapel Rd, Panther Way, N. Hewitt Dr, and a rail line);
- 38.02 (which is located in the far southwest corner of the county and includes the cities of Moody and Bruceville-Eddy); and
- 42.01 (which is located in the far northeast corner of the county and includes most of the city of West).

The census tracts categorized as *very high transit need* were:

- 12 (which is located in downtown Waco, includes the Brook Oaks neighborhood, and is bordered by N. 15th St, W. Waco Dr, N. 6th St, and Herring Ave);
- 14.01 (which is located across the river from downtown Waco and is bordered by the Brazos River, Herring Ave, JJ Flewellen Rd, Faulkner Ln, Garrison St, and W. Waco Dr);
- 18 (which is located east of Waco, extending up east of Bellmead, including the Timbercrest neighborhood and portions along Hwy 84 and Hwy 6); and
- 30 (which includes the Cedar Ridge neighborhood and is bordered by the Bosque River, Lake Waco, and Park Lake Dr).

The full TNI for McLennan County is provided in Exhibit 6.18.



Exhibit 6.8 McLennan County census tracts

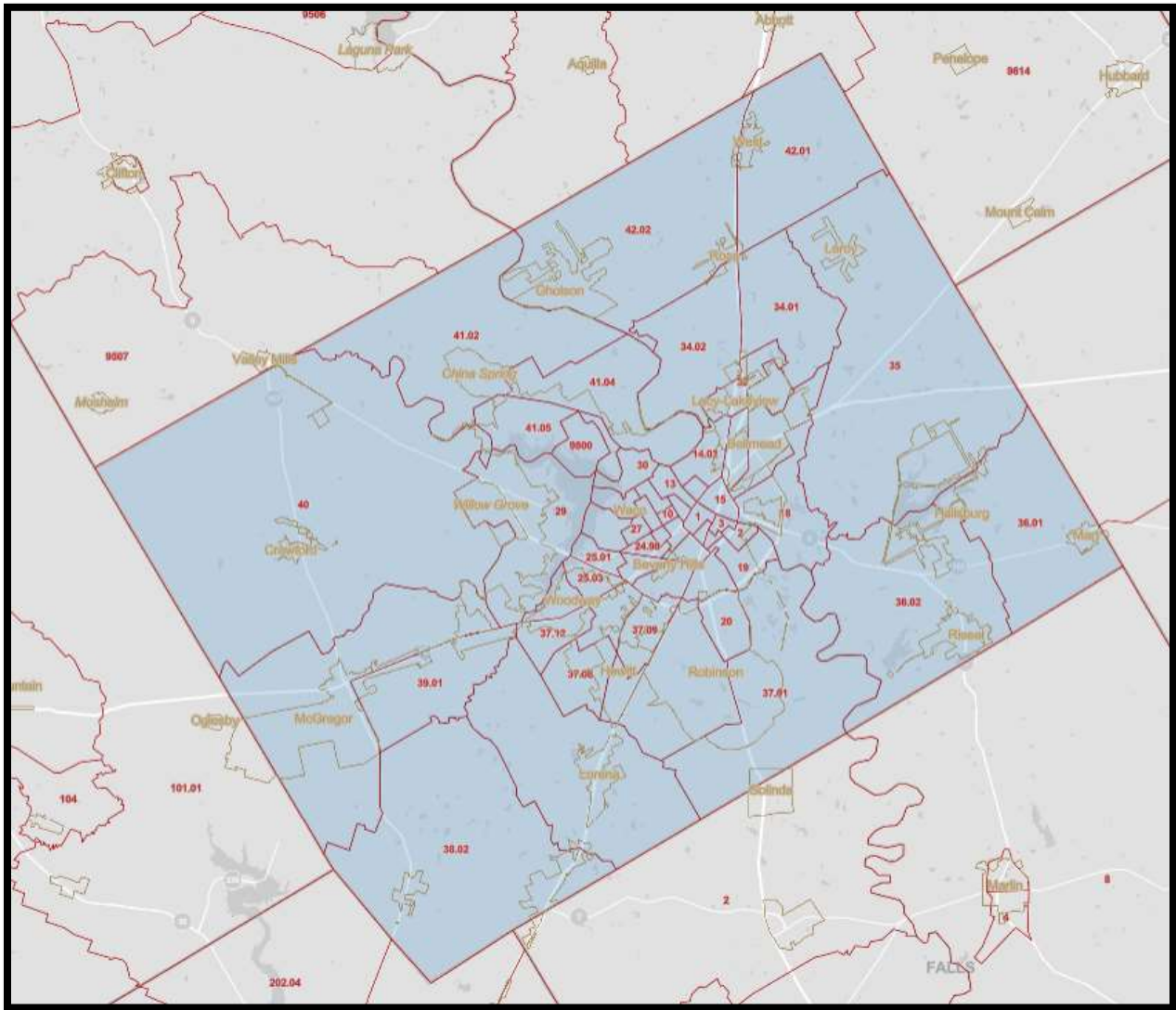




Exhibit 6.9 McLennan County census tract 12

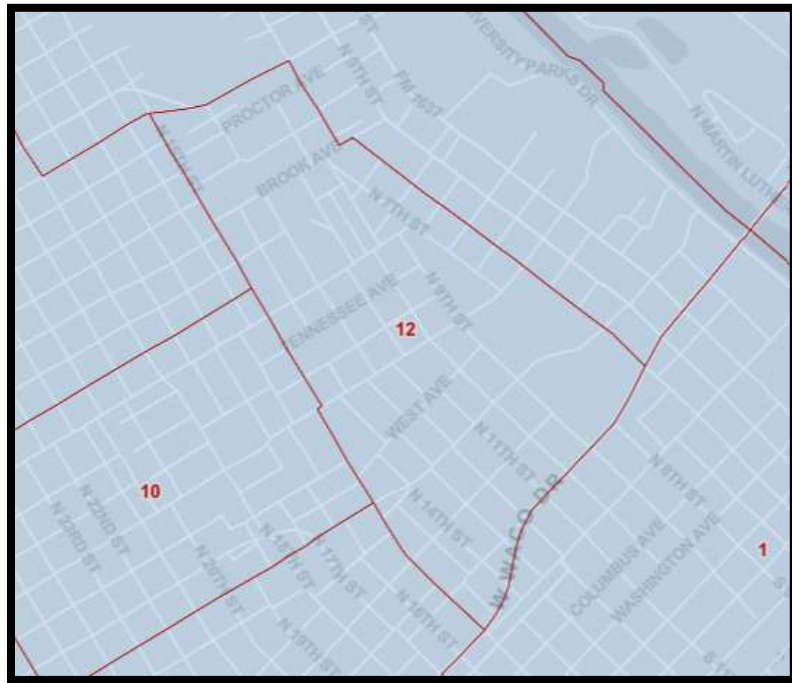


Exhibit 6.10 McLennan County census tract 14.01





Exhibit 6.11 McLennan County census tract 18

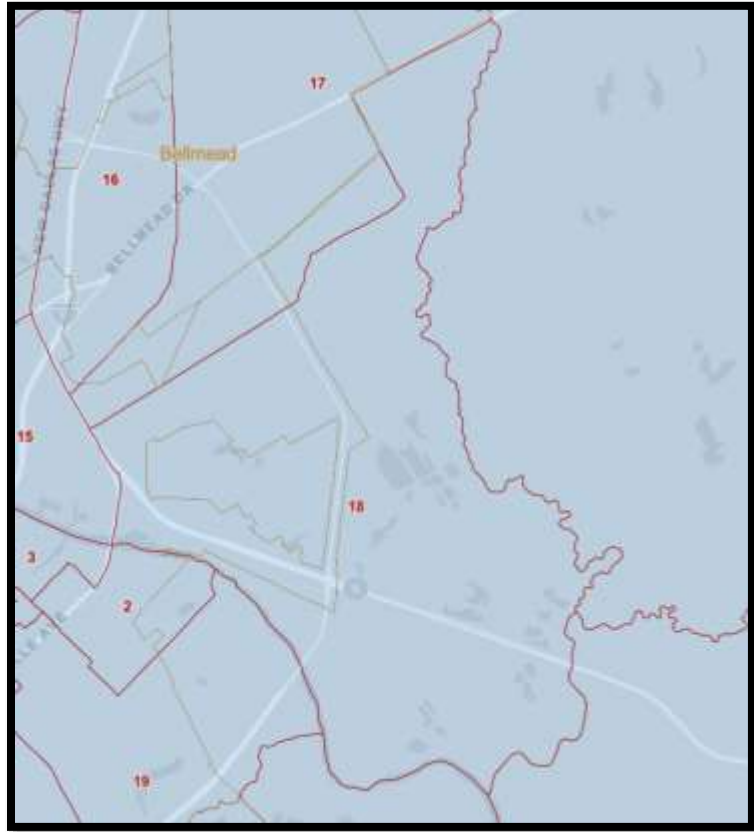


Exhibit 6.12 McLennan County census tract 30

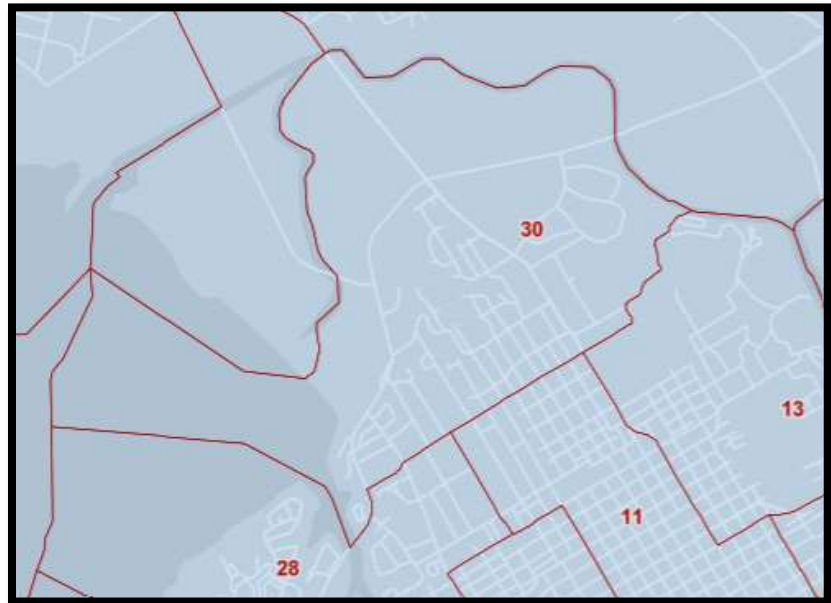




Exhibit 6.13 Bosque County Transit Needs Index

Weight	40			15			15			30				
	Persons with a disability			Persons living in poverty			Households with no vehicle available			Population age 65 and older				
Census Tract	ACS 2023	Index	Index * weight	ACS 2023	Index	Index * weight	ACS 2023	Index	Index * weight	ACS 2023	Index	Index * weight	TNI value	TNI category
9501	18%	0.92	37	11%	1.16	17	2%	0.88	13	24%	0.95	28	96	Average
9502	23%	1.22	49	10%	1.08	16	7%	2.50	38	17%	0.68	20	123	High
9503	21%	1.09	44	8%	0.85	13	1%	0.27	4	33%	1.32	40	100	Average
9504	13%	0.70	28	2%	0.21	3	0%	0.04	1	28%	1.12	34	66	Low
9505	20%	1.06	42	13%	1.38	21	7%	2.73	41	31%	1.23	37	141	High
9506	25%	1.32	53	15%	1.51	23	1%	0.50	8	30%	1.19	36	118	High
9507	13%	0.69	27	8%	0.81	12	0%	0.08	1	13%	0.50	15	56	Low
Mean	19%		40	10%		15	3%		15	25%		30	100	

Exhibit 6.14 Falls County Transit Needs Index

Weight	40			15			15			30				
	Persons with a disability			Persons living in poverty			Households with no vehicle available			Population age 65 and older				
Census Tract	ACS 2023	Index	Index * weight	ACS 2023	Index	Index * weight	ACS 2023	Index	Index * weight	ACS 2023	Index	Index * weight	TNI value	TNI category
2	20%	1.00	40	16%	1.12	17	6%	0.79	12	27%	1.40	42	111	High
3	21%	1.03	41	18%	1.22	18	7%	0.92	14	15%	0.79	24	97	Average
4	23%	1.12	45	19%	1.30	19	18%	2.33	35	16%	0.82	25	124	High
5	16%	0.80	32	6%	0.40	6	3%	0.32	5	16%	0.82	25	68	Very low
7	19%	0.93	37	12%	0.85	13	3%	0.42	6	29%	1.47	44	100	Average
8	22%	1.11	45	16%	1.11	17	9%	1.21	18	14%	0.70	21	100	Average
Mean	20%		40	15%			8%			20%			100	



Exhibit 6.15 Freestone County Transit Needs Index

Weight	40			15			15			30				
	Persons with a disability			Persons living in poverty			Households with no vehicle available			Population age 65 and older				
Census Tract	ACS 2023	Index	Index * weight	ACS 2023	Index	Index * weight	ACS 2023	Index	Index * weight	ACS 2023	Index	Index * weight	TNI value	TNI category
1.01	15%	0.74	30	7%	0.49	7	1%	0.39	6	23%	1.11	33	76	Low
1.02	22%	1.06	42	25%	1.65	25	1%	0.19	3	24%	1.16	35	105	Average
2	12%	0.58	23	6%	0.37	6	2%	0.49	7	17%	0.84	25	61	Very low
3	28%	1.37	55	29%	1.93	29	4%	1.43	21	20%	0.95	29	133	High
4	17%	0.85	34	15%	1.00	15	4%	1.13	17	23%	1.11	33	100	Average
6	27%	1.33	53	17%	1.12	17	2%	0.71	11	15%	0.72	22	102	Average
7	19%	0.92	37	16%	1.02	15	7%	2.27	34	15%	0.72	22	108	Average
9	23%	1.14	46	6%	0.42	6	4%	1.39	21	29%	1.39	42	115	High
Mean	20%		40	15%			3%			21%			100	

Exhibit 6.16 Hill County Transit Needs Index

Weight	40			15			15			30				
	Persons with a disability			Persons living in poverty			Households with no vehicle available			Population age 65 and older				
Census Tract	ACS 2023	Index	Index * weight	ACS 2023	Index	Index * weight	ACS 2023	Index	Index * weight	ACS 2023	Index	Index * weight	TNI value	TNI category
9601	14%	0.77	31	14%	0.91	14	1%	0.22	3	18%	0.90	27	75	Low
9602	16%	0.86	34	12%	0.79	12	3%	0.55	8	30%	1.47	44	99	Average
9604	26%	1.43	57	9%	0.58	9	9%	1.47	22	29%	1.42	43	130	Very high
9605.01	20%	1.07	43	17%	1.09	16	3%	0.42	6	21%	1.04	31	97	Average
9605.02	15%	0.79	31	9%	0.62	9	3%	0.55	8	22%	1.07	32	81	Low
9606	26%	1.39	56	24%	1.56	23	2%	0.38	6	26%	1.28	38	123	High
9607	16%	0.87	35	3%	0.22	3	2%	0.28	4	19%	0.96	29	71	Low
9608	12%	0.62	25	6%	0.37	6	13%	2.14	32	13%	0.63	19	81	Low
9609	21%	1.12	45	31%	2.04	31	7%	1.14	17	11%	0.54	16	109	Average
9610	18%	0.95	38	30%	1.97	29	7%	1.14	17	11%	0.54	16	101	Average
9611	20%	1.09	44	9%	0.57	9	15%	2.48	37	24%	1.18	35	125	High
9614	19%	1.05	42	19%	1.26	19	7%	1.22	18	20%	0.97	29	108	Average
Mean	18%		40	15%			6%			20%			100	



Exhibit 6.17 Limestone County Transit Needs Index

Weight	40			15			15			30				
	Persons with a disability			Persons living in poverty			Households with no vehicle available			Population age 65 and older				
Census Tract	ACS 2023	Index	Index * weight	ACS 2023	Index	Index * weight	ACS 2023	Index	Index * weight	ACS 2023	Index	Index * weight	TNI value	TNI category
9701	13%	0.71	28	8%	0.37	6	3%	0.40	6	14%	0.69	21	60	Low
9702	17%	0.90	36	23%	1.09	16	1%	0.19	3	21%	1.01	30	85	Average
9703	14%	0.73	29	43%	2.02	30	15%	2.30	34	17%	0.80	24	118	High
9704	18%	0.97	39	28%	1.31	20	3%	0.48	7	18%	0.84	25	91	Average
9705	19%	1.05	42	38%	1.82	27	2%	0.29	4	12%	0.56	17	90	Average
9706	15%	0.83	33	11%	0.52	8	4%	0.65	10	17%	0.83	25	75	Low
9707	29%	1.55	62	8%	0.40	6	23%	3.58	54	33%	1.59	48	169	Very high
9708	23%	1.27	51	10%	0.47	7	1%	0.13	2	35%	1.68	50	110	Average
Mean	18%		40	21%			6%			21%			100	

Exhibit 6.18 McLennan County Transit Needs Index

Weight	40			15			15			30				
	Persons with a disability			Persons living in poverty			Households with no vehicle available			Population age 65 and older				
Census Tract	ACS 2023	Index	Index * weight	ACS 2023	Index	Index * weight	ACS 2023	Index	Index * weight	ACS 2023	Index	Index * weight	TNI value	TNI category
1	13%	0.93	37	43%	2.24	34	9%	1.46	22	10%	0.70	21	113	Average
2	5%	0.39	16	57%	2.99	45	11%	1.70	25	2%	0.12	3	90	Average
3	6%	0.42	17		0.00	0		0.00	0	0%	0.00	0	17	Very low
4.01	11%	0.78	31	18%	0.93	14	4%	0.63	9	5%	0.36	11	65	Low
4.02	7%	0.48	19	65%	3.41	51	1%	0.22	3	0%	0.00	0	74	Low
5.98	15%	1.09	43	20%	1.06	16	4%	0.69	10	17%	1.13	34	104	Average
7	12%	0.88	35	20%	1.03	15	11%	1.68	25	9%	0.61	18	94	Average
8	10%	0.75	30	19%	0.99	15	11%	1.74	26	6%	0.41	12	83	Average
9	11%	0.82	33	10%	0.52	8	5%	0.83	12	15%	1.02	30	83	Average
10	17%	1.25	50	35%	1.85	28	8%	1.30	20	11%	0.73	22	119	High
11	9%	0.66	27	32%	1.67	25	3%	0.47	7	10%	0.71	21	80	Low
12	24%	1.72	69	57%	2.99	45	33%	5.17	78	13%	0.88	26	217	Very high
13	7%	0.52	21	21%	1.11	17	8%	1.18	18	8%	0.56	17	72	Low



Weight	40			15			15			30				
	Persons with a disability			Persons living in poverty			Households with no vehicle available			Population age 65 and older				
Census Tract	ACS 2023	Index	Index * weight	ACS 2023	Index	Index * weight	ACS 2023	Index	Index * weight	ACS 2023	Index	Index * weight	TNI value	TNI category
14.01	22%	1.61	64	47%	2.44	37	20%	3.19	48	17%	1.14	34	183	Very high
14.02	14%	1.03	41	47%	2.45	37	12%	1.84	28	10%	0.70	21	127	High
15	15%	1.11	45	38%	1.99	30	7%	1.05	16	12%	0.80	24	114	Average
16	12%	0.89	36	21%	1.09	16	5%	0.74	11	14%	0.99	30	93	Average
17	11%	0.77	31	19%	1.01	15	3%	0.49	7	13%	0.90	27	80	Low
18	18%	1.30	52	28%	1.44	22	38%	6.00	90	12%	0.80	24	188	Very high
19	14%	1.05	42	56%	2.94	44	9%	1.37	20	7%	0.50	15	122	High
20	9%	0.66	27	5%	0.27	4	3%	0.50	8	14%	0.96	29	67	Low
21	13%	0.98	39	33%	1.71	26	11%	1.70	25	10%	0.71	21	112	Average
23.02	21%	1.50	60	22%	1.14	17	14%	2.15	32	19%	1.27	38	147	High
24.98	13%	0.94	38	14%	0.74	11	4%	0.58	9	14%	0.93	28	85	Average
25.01	15%	1.06	42	19%	1.00	15	6%	0.94	14	20%	1.34	40	112	Average
25.03	13%	0.97	39	5%	0.28	4	6%	0.88	13	31%	2.13	64	120	High
25.04	11%	0.80	32	4%	0.22	3	1%	0.09	1	20%	1.36	41	78	Low
26	16%	1.13	45	3%	0.13	2	1%	0.20	3	30%	2.03	61	111	Average
27	12%	0.86	34	26%	1.34	20	4%	0.60	9	15%	1.02	30	94	Average
28	14%	1.01	41	8%	0.41	6	6%	1.01	15	32%	2.19	66	127	High
29	11%	0.82	33	3%	0.17	3	0%	0.00	0	19%	1.30	39	74	Low
30	23%	1.65	66	20%	1.02	15	16%	2.47	37	25%	1.73	52	170	Very high
32	17%	1.24	50	14%	0.75	11	8%	1.32	20	14%	0.98	29	110	Average
33	11%	0.77	31	43%	2.26	34	4%	0.55	8	0%	0.01	0	73	Low
34.01	16%	1.18	47	8%	0.40	6	3%	0.49	7	18%	1.21	36	97	Average
34.02	18%	1.31	52	16%	0.85	13	0%	0.00	0	18%	1.20	36	101	Average
35	18%	1.30	52	6%	0.33	5	1%	0.22	3	19%	1.32	40	100	Average
36.01	19%	1.41	57	13%	0.68	10	7%	1.04	16	18%	1.23	37	119	High
36.02	19%	1.40	56	14%	0.74	11	1%	0.19	3	13%	0.87	26	96	Average
37.01	15%	1.12	45	9%	0.47	7	5%	0.85	13	17%	1.16	35	99	Average
37.03	10%	0.70	28	2%	0.12	2	1%	0.08	1	14%	0.94	28	59	Low
37.08	12%	0.87	35	3%	0.16	2	0%	0.03	0	15%	1.04	31	69	Low
37.09	12%	0.87	35	4%	0.20	3	6%	0.91	14	15%	1.05	31	83	Average



Weight	40			15			15			30				
	Persons with a disability			Persons living in poverty			Households with no vehicle available			Population age 65 and older				
Census Tract	ACS 2023	Index	Index * weight	ACS 2023	Index	Index * weight	ACS 2023	Index	Index * weight	ACS 2023	Index	Index * weight	TNI value	TNI category
37.1	11%	0.78	31	0%	0.02	0	1%	0.08	1	14%	0.98	29	62	Low
37.11	16%	1.13	45	14%	0.73	11	5%	0.83	12	23%	1.60	48	117	High
37.12	13%	0.93	37	9%	0.48	7	5%	0.71	11	12%	0.80	24	79	Low
38.01	14%	0.99	40	4%	0.19	3	6%	0.86	13	19%	1.32	40	95	Average
38.02	23%	1.66	66	24%	1.27	19	3%	0.53	8	20%	1.34	40	134	High
39.01	13%	0.96	38	8%	0.43	6	9%	1.40	21	18%	1.22	37	103	Average
39.02	13%	0.95	38	8%	0.43	6	4%	0.61	9	18%	1.21	36	90	Average
40	11%	0.77	31	4%	0.20	3	2%	0.33	5	19%	1.32	40	79	Low
41.02	14%	1.01	40	2%	0.13	2	1%	0.16	2	14%	0.95	28	73	Low
41.04	10%	0.69	28	3%	0.14	2	3%	0.50	8	14%	0.94	28	66	Low
41.05	10%	0.70	28	9%	0.45	7	0%	0.00	0	8%	0.53	16	51	Low
42.01	19%	1.38	55	13%	0.70	11	4%	0.64	10	23%	1.55	47	122	High
42.02	16%	1.17	47	9%	0.47	7	1%	0.22	3	21%	1.47	44	101	Average
43	12%	0.85	34	16%	0.81	12	4%	0.58	9	11%	0.77	23	78	Low
Mean	14%		40	19%			6%			15%			99	



Summary of Area Transportation Needs/Gaps and Methodology

Analysis of High and Very High Transit Need Census Tracts

In order to effectively identify geographic service gaps, this section examines how census tracts categorized as *high* and *very high transit need* are currently being served by public transportation.

For the *high* and *very high transit need* census tracts located in the rural counties (Bosque, Falls, Freestone, Hill, and Limestone), transit service is available to the general public through Blue Transit. While there may be issues with capacity, especially for out-of-county trips, the service is available.

In McLennan County, areas within the Waco Urbanized Area are eligible to be served by Waco Transit, while those outside of the urbanized area are served by McLennan Rural Transit. Most of the census tracts located within the Waco Urbanized Area are service in some capacity by Waco Transit, either via a fixed route or through Demand-Response service.

High and *very high transit need* census tracts located within the Waco Urbanized Area and served by Waco Transit include:

- 10: served by Route 8 and Demand-Response. (High)
- 12: served by Routes 1, 2, 3, 4, and 8 as well as Demand-Response (Very high).
- 14.01: served by Routes 5 and 7 as well as Demand-Response (Very high).
- 14.02: served by Routes 5 and 7, Demand-Response, and Micro-Dash. (High)
- 18: portions served by Demand-Response. (Very high)
- 19: the portion of this census tract closest to La Salle Ave is served by Route 9. The entire tract is served by Demand-Response. (High)
- 23.02: served by Routes 1, 2, 3, 4, 6, and 8 as well as Demand-Response. (High)
- 25.03: served by Route 6, which operates along the edges of the census tract, and Demand-Response. (High)
- 28: served by Routes 1 and 2, which operate along the south/east edges of this census tract, and Demand-Response. (High)
- 30: served by Demand-Response service and Micro-Dash. The McLennan Rural Transit China Spring/Airport commuter route also travels through this census tract, with a stop in Cedar Ridge. (Very high)
- 37.11: served by Route 6, Demand-Response, and Micro-Dash. (High)

Census tracts located outside the Waco Urbanized Area are served by McLennan Rural Transit. These include:

- 36.01 (Hallsburg and Mart): served by McLennan Rural Transit demand-response. There is also fixed-route service between Waco and Mart via a commuter route. (High)
- 38.02 (Moody and Bruceville-Eddy): served by McLennan Rural Transit demand-response. (High)
- 42.01 (West): served by McLennan Rural Transit demand-response. (High)



- 18 (east of Waco/Bellmead, west of Riesel): portions served by McLennan Rural Transit demand-response. (Very high)

The conclusion, after reviewing the *high* and *very high transit need* census tracts, is that all of these areas are currently served by public transportation. As a result, no new service is warranted absent the identification of previously unidentified demand.

Unmet Transit Need Methodology

The majority of the needs identified in this memo could not necessarily be tied to a specific day or time, or a specific geographic jurisdiction. Instead, most are broadly applied to the rural service areas, which frequently experience trip denials and have recently had to reduce the amount of service provided given a loss of key state funding.

All of the transportation needs identified in Exhibit 5.19 were identified through multiple sources, including stakeholder surveys and interviews, community surveys, and transportation provider surveys.

It is important to remember Technical Memo #2 is intended to define the transportation challenges and issues that need to be solved. Technical Memo #3 will include goals, strategies, and specific projects designed to address the perceived needs.

Transportation Needs and Service Gaps

Nearly all of the transportation needs identified in Technical Memo #1 and Technical Memo #2 can be addressed as part of four core needs: Increased funding for operations, coordination with neighboring jurisdictions, lower fares, and increased outreach and engagement.

Exhibit 6.19 Transportation Needs

Core Need	Specific need	Impact	What addressing the need looks like
Increased funding for operations	Service capacity	Dependent on the number of vehicles and drivers available to provide service	Bosque, Falls, Freestone, Hill, and Limestone counties: Intra-county and inter-county trips within the primary service area can be provided as needed or on a reasonable schedule. (Local/Regional)
			Bosque, Falls, Freestone, Hill, and Limestone counties: Inter-county trips outside the primary service area can be provided as needed or on a reasonable schedule. (Regional)
			Waco/McLennan County: There are enough drivers to provide the scheduled service. (Local)
	Service reliability	Rides are available when and where the rider needs to travel; highly dependent upon adequate service capacity	Bosque, Falls, Freestone, Hill, and Limestone counties: Riders can reasonably expect to be able to use public transportation to meet their mobility needs for intra-county and inter-county trips within the primary service area. (Local/Regional)
			Bosque, Falls, Freestone, Hill, and Limestone counties: Riders can reasonably expect to be able to use public transportation to meet their mobility needs for inter-county trips outside the primary service area. (Regional)
	Weekend service	Enables riders in rural communities to access essential shopping, etc.	Bosque, Falls, Freestone, Hill, and Limestone counties: Intra-county and inter-county trips within the primary service area can be provided on weekends as needed or on a reasonable schedule. (Local/Regional)



Core Need	Specific need	Impact	What addressing the need looks like
Coordination with neighboring jurisdictions	Service capacity	Travel outside of the primary service area could be coordinated with a partner agency to optimize vehicle/driver use	Bosque, Falls, Freestone, Hill, and Limestone counties: Inter-county trips outside the primary service area could be provided through transfer to a neighboring jurisdiction’s transportation provider. (Regional)
			McLennan County: Inter-county trips outside the primary service area could be provided through transfer to a neighboring jurisdiction’s transportation provider. (Regional)
Lower fares	Affordability	While transit fares throughout the project area are reasonable, they are still too high for some members of target populations	Bosque, Falls, Freestone, Hill, and Limestone counties: Subsidies for low-income riders are provided through a grant or partnerships with local stakeholders. (Local/Regional)
			Waco/McLennan County: Subsidies for low-income riders are provided through a grant or partnerships with local stakeholders. (Local)
Increased outreach and engagement	Raising awareness among target populations	Increases awareness of transportation options and addresses misperceptions	Bosque, Falls, Freestone, Hill, and Limestone counties: Individuals within target populations in the rural counties are aware of the transportation options available to them for intra- and inter-county travel. (Local)
	Travel training	Teaches individuals how to use the available transportation options	Bosque, Falls, Freestone, Hill, and Limestone counties: Members of target populations in the rural counties understand how to access the available transportation options. (Local)
	Engagement with stakeholders	Seeks coordination and partnerships with stakeholders serving the same target populations	Bosque, Falls, Freestone, Hill, and Limestone counties: Stakeholders (including cities, counties, social service providers, etc.) play an active role in supporting access to transportation. (Local/Regional)
McLennan County: Stakeholders (including cities, counties, social service providers, etc.) play an active role in supporting access to transportation. (Local)			



Core Need	Specific need	Impact	What addressing the need looks like
Increased outreach and engagement (continued)	Better communication of transportation provider service information	Reduces confusion by clarifying service days/times and policies	Bosque, Falls, Freestone, Hill, and Limestone counties: Comprehensive service information (including service days and times, fares, and policies) is available through multiple formats, including online and in print, as well as in Spanish. (Local/Regional)
			McLennan County: Comprehensive service information (including service days and times, fares, and policies) is available through multiple formats, including online and in print, as well as in Spanish. (Local)



Chapter 7 | Goals, Strategies, and Projects

Documentation of Goals and Strategies

[Pending]



Chapter 8 | Priorities

Description of Prioritization/Rating Methodology

During RCC Workshop #1 on January 15, 2026, participants were asked to rank the 16 transportation needs identified in Technical Memos #1 and #2 (provided herein in Chapters 2 and 5) as *low*, *medium*, or *high* priority. The purpose of this exercise was to guide the subsequent development of the goals, strategies, and projects.

During the workshop, a Mentimeter live poll was used by both in-person and virtual attendees to rank the needs, with feedback provided in real-time. Subsequent to the workshop, RCC members who did not attend were provided with a ballot and offered the opportunity to provide their feedback as well. Ultimately, 10 participants provided input during the workshop and six submitted ballots afterward.

All results were tallied and a mean rating was calculated for each need. The following rating scale was used to rank each need based on the mean rating as *low*, *medium*, or *high* priority.

- Low: 1.00 to 1.69
- Medium: 1.70 to 2.39
- High: 2.40 to 3.00

The full prioritized list of needs is provided in Exhibit 8.1.



Exhibit 8.1 Prioritized list of transportation needs

Rank	Mean Rating	Score	Need
1	3.00	High	Reliable access to transportation for intra- and inter-county trips (within the primary service area) within the five rural counties. (#4)
2	2.94	High	Greater awareness of transportation options within the five rural counties. (#11)
3	2.88	High	Increased partnerships with and support for transportation from stakeholders in the five rural counties. (#13)
4	2.81	High	Improved access to comprehensive service information for persons in the five rural counties. (#15)
5 (tie)	2.71	High	Greater service capacity for intra- and inter-county trips (within the primary service area) within the five rural counties. (#1)
5 (tie)	2.71	High	A sufficient number of qualified transit drivers to serve Waco and McLennan county. (#3)
6 (tie)	2.56	High	Increased partnerships with and support for transportation from stakeholders in rural McLennan County. (#14)
6 (tie)	2.56	High	Improved access to comprehensive service information for persons in rural McLennan County. (#16)
7	2.38	Medium	Coordinated service between other transportation providers for service outside of the primary service area for the five rural counties. (#7)
8	2.25	Medium	Greater access to travel training for persons in the five rural counties. (#12)
9 (tie)	2.19	Medium	Reliable access to transportation for inter-county trips outside of the primary service area within the five rural counties. (#5)
9 (tie)	2.19	Medium	Coordinated service between other transportation providers for service outside of McLennan County. (#8)
10	2.13	Medium	Weekend service for intra- and inter-county trips (within the primary service area) within the five rural counties. (#6)
11	2.00	Medium	Greater service capacity for inter-county trips outside of the primary service area within the five rural counties. (#2)
12	1.25	Low	More affordable transit fares for travel within the rural counties. (#9)
13	1.00	Low	More affordable transit fares for travel within Waco and McLennan County. (#10)



In addition to prioritizing the transportation needs identified through outreach to the community and transportation providers, RCC Workshop #1 included a discussion of the criteria the committee would like to use for prioritizing the projects and strategies that would be developed in the second half of the project. Participants provided the following list of key priorities and potential criteria to be used in the prioritization methodology. Those elements were:

- Ease of access to making a ride reservation
- Access to information about scheduling
- Funding available
- Works within existing funding
- Improves regional transportation network (especially minimizes deadhead travel)
- Partnerships
- Talk to TxDOT about funding for trips into other counties (discretionary fund?)
- Marketing to identify new funding streams (hard to get local match contributions)

Through further discussion, the RCC narrowed these down to four primary criteria. In order of importance, they were:

1. Works within existing funding available
2. Identifies new funding
3. Improves regional transportation network/coordination
4. Effective communication

Following the meeting, the project team developed a scoring matrix for future projects and strategies. Using the methodology shown below, each project/strategy will receive a score between 0 and 20.

Criterion	Max points
Works within existing funding	5
Identifies new funding	5
Improves regional transportation network/coordination	4
Improves access to information/communication	3
Improves access to transportation services	2
Addresses a project goal/need	1
Total possible points	20

Because the top two criteria are somewhat (though not entirely) exclusive, the majority of the projects/strategies are expected to have a score between 0 and 15. Achieving a “perfect” score of 20 should not be viewed as the goal. A project/strategy with a score of 15 will have met all of the other criteria and either work within existing funding or identify a new funding source.

Both the needs prioritization and the prioritization methodology for scoring projects and strategies were approved by the RCC at its February 19, 2026 meeting.



Documentation of Priorities

[Pending]



Chapter 9 | Plan Approval

Documentation of Individuals Included in Plan Adoption

[Pending]



Steps Completed for RPTCP Adoption [Pending]



Signature Page
[Pending]



Appendix A | Stakeholder List

More than 250 potential stakeholder organizations were identified for participation in the public engagement portion of Plan development. Contact was attempted via email, telephone, and U.S. Mail. Participating organizations are identified in Chapter 2.

- Abbott Independent School District
- Advocacy Center
- AmeriCorps Seniors - RSVP
- Aquila Independent School District
- Area Agency on Aging (AAA) of the Heart of Texas
- Ascension Providence Hospital
- Axtell Independent School District
- Baylor Center for Developmental Disabilities
- Baylor Scott & White Medical Center - Hillcrest
- Blum Independent School District
- Bosque County Judge
- Bosque County Senior Services
- Bosque County Senior Services (Meals on Wheels)
- Bosqueville Independent School District
- Boys and Girls Club of Falls County
- Bruceville-Eddy Independent School District
- Butler Senior Center (Freestone)
- Bynum Independent School District
- Caritas Mexia
- Caritas Waco
- Caritas Waco (Veterans Assistance)
- CASA Bi-Stone
- CASA of McLennan County
- Cedar Crest Hospital
- Chilton Independent School District
- China Spring Independent School District
- City of Abbott
- City of Aquilla
- City of Bellmead
- City of Beverly Hills
- City of Blum
- City of Bruceville-Eddy
- City of Bynum
- City of Carl's Corner
- City of Clifton
- City of Coolidge
- City of Covington
- City of Cranfills Gap
- City of Crawford
- City of Fairfield
- City of Gholson
- City of Golinda
- City of Groesbeck
- City of Hallsburg
- City of Hewitt
- City of Hillsboro
- City of Hubbard
- City of Iredell
- City of Itasca
- City of Kirvin
- City of Kosse
- City of Lacy Lakeview
- City of Leroy
- City of Lorena
- City of Lott
- City of Malone
- City of Marlin
- City of Mart
- City of Meridian
- City of Mertens
- City of Mexia
- City of Moody
- City of Morgan
- City of Mount Calm
- City of Penelope
- City of Riesel
- City of Robinson
- City of Rosebud
- City of Ross
- City of Streetman
- City of Teague
- City of Tehuacana
- City of Thornton
- City of Valley Mills
- City of Waco
- City of Walnut Springs
- City of West
- City of Whitney
- City of Woodway
- City of Wortham



Clifton Housing Authority
 Clifton Independent School District
 Clifton Ministerial Alliance
 Communities in Schools of the Heart of Texas
 Connally Independent School District
 Coolidge Housing Authority
 Coolidge Independent School District
 Covington Independent School District
 Cranfills Gap Independent School District
 Crawford Independent School District
 Department of Family & Protective Services - Adult
 Dew Independent School District
 Disabled American Veterans (DAV)
 Economic Opportunities Advancement Corporation
 (EOAC) Waco - Head Start
 Fairfield Independent School District
 Falls Community Hospital
 Falls County Emergency Management
 Falls County Judge
 Falls County Rural Collaborative
 Falls County Samaritan House (Marlin)
 Falls County Workforce Solutions Center
 Family Abuse Center
 Fishes & Loaves (Groesbeck)
 Forever Young Senior Center (Central Presbyterian
 Church)
 Freestone County Indigent Health Care Program
 Freestone County Judge
 Freestone County Senior Centers
 Freestone Medical Center
 Freestone Workforce Solutions Center
 Fresenius Kidney Care Bellmead
 Fresenius Kidney Care Greenway Kidney Center
 Fresenius Kidney Care Hillsboro
 Fresenius Kidney Care Marlin
 Fresenius Kidney Care Waco
 Fresenius Kidney Care Waco Lakeshore
 Fresenius Kidney Care Waco West
 Friends for Life
 Friends for Life Lifelines Director
 Gholson Independent School District+201:243
 Goodall Witcher Healthcare
 Goodall Witcher Hospital (Clifton)
 Groesbeck Housing Authority
 Groesbeck Independent School District
 Hallsburg Independent School District
 Harrison Senior Center

Heart of Texas Aging and Disability Resource Center
 Heart of Texas Autism Network
 Heart of Texas Goodwill Industries, Inc.
 Heart of Texas Homeless Coalition
 Heart of Texas Veterans One Stop
 Heart Of Texas Workforce Solutions Development
 Board
 Hill College
 Hill County
 Hill County Elections
 Hill County Indigent Health Care
 Hill County Judge
 Hill County Section 8 (under Waco Housing
 Authority)
 Hill County Veterans Services
 Hill County Workforce Solutions Center
 Hillsboro Independent School District
 Hillsboro Interfaith Ministries
 Hillsboro Senior Center
 HOCTIL (Heart of Central Texas Independent Living
 Center)
 HOT Behavior Health Network
 HOTCOG Director Health & Human Services
 HOTR MHMR
 Hubbard Housing Authority
 Hubbard Independent School District
 Hubbard Senior Center
 Iredell Independent School District
 Itasca Independent School District
 Klaras Center for Families
 Kopperl Independent School District
 La Vega Independent School District
 Lake Whitney Ministerial Alliance
 Lake Whitney Senior Center (King Memorial
 Methodist Church)
 Liberty Housing Alliance
 Limestone County Indigent Health Care
 Limestone County Judge
 Limestone County Senior Centers
 Limestone County Senior Services
 Limestone County Veterans Services
 Limestone Medical Center(Groesbeck)
 Lorena Independent School District
 Lott Housing Authority
 Lutheran Sunset Ministries
 Malone Independent School District
 MANNHA Food Pantry (Mexia)



Marlin Housing Authority
 Marlin Independent School District
 Marlin Senior Civic Center
 Mart Independent School District
 McGregor Housing Authority
 McGregor Independent School District
 McGregor Senior Center
 McLennan Community College
 McLennan County
 McLennan County Indigent Health Care
 McLennan County Judge
 McLennan County Workforce Solutions Center
 Meals on Wheels Waco
 Meridian Health and Human Services
 Meridian Independent School District
 Mexia Housing Authority
 Mexia Independent School District
 Midway Independent School District
 Mission Waco - Urban REAP Program
 Moody Housing Authority
 Moody Independent School District
 Morgan Independent School District
 Mount Calm Independent School District
 Navarro College - Mexia
 Oglesby Housing Authority
 Parkview Regional Hospital (Mexia)
 Parkview Rural Health Clinic
 Pathway Ministries (Columbus Avenue Baptist Church)
 Penelope Independent School District
 Red Door Pantry
 Riesel Independent School District
 RightCare BSW
 Robinson Independent School District
 Robinson Senior Center
 Rosebud Community Food Pantry and Thrift Store
 Rosebud Housing Authority
 Rosebud Senior Center
 Rosebud-Lott Independent School District
 Salvation Army
 Shepherd's Heart Food Pantry
 Silver Connections at Hill Regional Hospital
 STARR Resiliency Agency

Sul Ross Senior Center @ Dewey
 Tarleton State University - Waco Campus
 Teague Housing Authority
 Teague Independent School District
 Teague Senior Center (Over 55 Center)
 Texas A&M AgriLife Extension - Bosque County
 Texas A&M AgriLife Extension - Falls County
 Texas A&M AgriLife Extension - Freestone County
 Texas A&M AgriLife Extension - Hill County
 Texas A&M AgriLife Extension - McLennan County
 Texas Health & Human Services
 Texas Health & Human Services (Hillsboro Clinic)
 Texas Health & Human Services (Marlin Clinic)
 Texas Health & Human Services (Meridian Clinic)
 Texas Health & Human Services (Mexia Clinic)
 Texas Health & Human Services (Waco Field Office)
 Texas State Technical College
 Texas Workforce Commission
 The ARC of McLennan County
 The Cove, Heart of Texas
 The Gathering Fellowship (First Methodist Waco)
 Thornton Senior Center
 Tri-Cities Ministries (St. Paul Lutheran Church)
 Trinity Lutheran Church
 Valley Mills Independent School District
 Veterans Affairs
 VOICE/Viable Options in Community Endeavors - Waco
 Waco Emergency Management
 Waco Family Medicine
 Waco Housing Authority
 Waco Immigrants Alliance
 Waco Independent School District
 Waco MPO
 Walnut Springs Independent School District
 West Independent School District
 West Senior Center
 Westphalia Independent School District
 Whitney Food Bank
 Whitney Housing Authority
 Whitney Independent School District
 Wortham Independent School District



Appendix B | RCC Meeting and Workshop Materials

Exhibit B.1 RCC meeting minutes (July 24, 2025)

RTCC Meeting Notes

07-24-25

Attendees:

April Cook (Hill County Indigent Healthcare)
Amy Teal (City of Whitney)
Carey Amthor (Friends for Life)
Danielle Utrera (Veterans Affairs)
Erika Kunkel (McLennan County)
James Jarmon (Meals on Wheels Waco)
Jonathan Mize (Texas Workforce Solutions)
Judge Jay Elliott (Falls County)
Judge Shane Brassell (Hill County)
Julie Talbert (HOT Workforce Solutions)
Misty Hendon (HOTCOG)
Rep Pledger (HOTCOG)
Serena Stevenson (Waco Transit)

Rep: Introduced Kathy and Stephanie from Moore & Associates. They want over plans and next steps for the RPTCP update plan (attached).

Discussed: Public engagements, bilingual websites/surveys, accessibility, QR codes/flyers/postcards, importance of learning the issues clients have when booking trips that cross county boundaries, best community engagement practices, and importance of stakeholder support/input.

After the presentation, RCC members discussed getting dialysis centers to contribute and work with RCC on getting their patients to/from treatment, in addition to other issues with dialysis centers.

1 of 1



Exhibit B.2 RCC meeting introductory presentation (July 24, 2025)

Regional Public Transportation Coordination Plan (2026 Update)

HEART OF TEXAS
COUNCIL OF GOVERNMENTS

INTRODUCING MOORE & ASSOCIATES, INC.

- Established in 1991
- Sole focus on public transportation and mobility
- Extensive experience preparing successful Regional Public Transportation Coordination Plans in Texas and beyond
- Focus on practical and sustainable solutions



PROJECT TEAM



KATHY CHAMBERS
PROJECT MANAGER



JIM MOORE
SENIOR ASSOCIATE



STEPHANIE ROBERTS
MARKET RESEARCH MANAGER

PROJECT PURPOSE

Update of the 2022 HOTCOG
Coordinated Plan

Identify transportation
needs, service gaps, and
available resources

Utilize coordination
strategies to address unmet
needs and service gaps



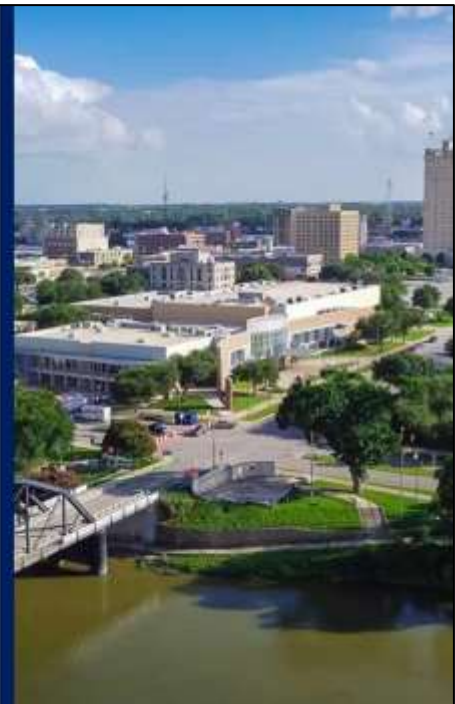


THE PLAN WILL FOCUS ON THE NEEDS OF TRADITIONALLY TRANSPORTATION-DEPENDENT POPULATIONS

- Seniors
- Persons with disabilities
- Low-income residents
- Zero-car households
- Youth
- Residents with limited English proficiency
- Veterans
- Clients of workforce agencies
- Employment/job seekers

WHAT IS IN THE PLAN?

- Public Engagement
 - Stakeholders
 - Transportation Providers
 - Target Populations
 - Bilingual project webpage
- Existing Conditions
 - Geographic Assessment
 - Demographic Assessment
 - Transportation Services Assessment
 - Needs and Gaps Analysis
- Plan Goals, Strategy, and Project Prioritization





THE RCC'S ROLE



RCC RESPONSIBILITIES





PROJECT TIMELINE

- Regular RCC meetings - ongoing
- Stakeholder engagement - August/September 2025
- Community engagement - September/October 2025
 - Working to get the community survey prepared earlier to distribute/circulate during back-to-school events/activities
- RCC Workshop #1 - December 2025 (Existing Conditions)
- Interim Coordinated Plan to TxDOT - by February 27, 2026
- RCC Workshop #2 - June 2026 (Goals & Strategies)
- Draft Final Plan - public review during August/September 2026
- Adopted Final Plan - late September 2026

Questions?

Kathy Chambers
Project Manager

kathy@moore-associates.net
661.755.7062



HEART OF TEXAS
COUNCIL OF GOVERNMENTS





Exhibit B.3 RCC meeting minutes (August 21, 2025)

RTCC Meeting Notes

08-21-25

Attendees:

- Carey Amthor (Friends for Life)
- Daniela Gallegos (Waco MPO)
- Erika Kunkel (McLennan County Health Services)
- Frank Patterson (McLennan Community College)
- Heather Travers (McLennan County Health Services)
- Jana Svacina-Waldrop (Waco Transit)
- Jonathan Mize (Texas Workforce Solutions)
- John Vorderkunz (HOTCOG)
- Judge Jay Elliott (Falls County)
- Judge Shane Brassell (Hill County)
- Misty Hendon (HOTCOG)
- Rep Pledger (HOTCOG)

Judge Elliot: Call to order 1:04 pm.

Proof of posting.

Rep: We will receive \$40k in continuation funding starting December 1st. These are the funds we use to pay for our intern, lunch for meetings, handouts, etc. We've listed items on our Workplan, but please let us know if there is anything you want added or any changes you think we should make.

Rep will be meeting with an intern on September 2nd to possibly hire.

We will not have a RCC meeting in December.

Please contact us with any outreach events you know of where we can set up displays. There is a Medicare event coming up in Rosebud, another event in Hill County. Let us know of any back-to-school events.

Daniela advised Waco MPO will host a few public meetings during the first week of September.

The first meeting with Moore & Associates was on August 19th and included Rep and Misty. For future meetings, we will send the virtual meeting link to RCC members.

Discussion of the flyers and survey for the RPTCP 5-year plan from Moore & Associates:

- Make sure PDF is accessible and that images are labeled with the actual description.



- Committee would like an update from Moore & Associates on where they are in the plan timeline.
- We will print more posters and laminate them for display at stakeholder and public locations.
- Reduce survey description so it's more concise.
- Enlarge the heading and change color to something brighter.
- Misty will contact Moore & Assoc to ask about the \$50 gift cards. How many will there be? When will the drawing be? How will the winner be notified?
- Jana will advise if she's able to get a single photo that contains all three buses (Waco Transit, Blue Bus, and McLennan Rural Transit).
- Committee advised the week of October 20th, Moore & Associates will be conducting pop-ups in each county.
- Committee wants the deadline for survey entries to be extended past the week of October 20th so we can use the information gathered during that time.
- Committee would like additional information on what will happen during the pop-up meetings. Who will decide where to go? What information will be gathered?
- Committee would like clarification on how the survey data will be analyzed.
- Committee suggested displaying posters at: Veterans bus stop, HOT Fair & Rodeo, livestock show, farmers market, Waco Transit bus stop, dialysis clinics, as well as businesses and courthouses.
- How will Moore & Assoc ensure that surveys aren't duplicated by the same customer?
- Committee suggested mass email/text to our current clients for the survey.

Judge Elliott: Meeting adjourned 2:05 pm.



Exhibit B.4 RCC meeting minutes (September 25, 2025)

RTCC Meeting Notes

09-25-25

Attendees:

- Aaron Torres (Hill County)
- April Cook (Hill County Indigent Healthcare)
- Carey Amthor (Friends for Life)
- Erika Kunkel (McLennan County)
- James Jarmon (Meals on Wheels Waco)
- Jana Svacina-Waldrop (Waco Transit)
- Jonathan Mize (Texas Workforce Solutions)
- Judge Cindy Vanlandingham (Bosque County)
- Judge Jay Elliott (Falls County)
- Judge Lloyd Lane (Freestone County)
- Melissa Ingriola (HOCTIL)
- Misty Hendon (HOTCOG)
- Rep Pledger (HOTCOG)
- Russell Devorsky (HOTCOG)

Judge Elliott: Call to order at 1:02 p.m. Proof of posting.

Stakeholder Survey Updates:

There were 246 surveys sent to stakeholders via both email and post mail. We have received 48 surveys back (updated as of 2:52 p.m.).

The deadline for the stakeholder surveys has been extended to October 3, 2025.

Please reach out to any of the stakeholders you see on the attached list to encourage participation.

We have not had any responses from the dialysis centers. If you have a connection to someone that could help with this, please let us know.

Community Survey Updates:

We have received 36 community surveys as of today.

- Bosque: 2
- Falls: 8
- Freestone: 4
- Hill: 4
- Limestone: 1
- McLennan: 17



The community survey has been posted in the Blue Buses. Jana will have them posted at Waco Transit.

We have posters and flyers available at your request.

Please post flyers in any place that receives foot traffic.

General: Moore & Associates is looking for flyers/pamphlets/handouts to distribute during the community pop-up and public outreach events. McLennan Rural Transit has already provided theirs and Jana will forward the ones for Waco Transit. These do not have to be transportation related.

The project name selected was: Connecting the Community: A Coordinated Transportation Plan for the Heart of Texas Region (www.GetConnectedHOT.com)

There is an update meeting with Moore & Associates held every other Tuesday. Misty will send a calendar invite so you may join remotely if you would like.

We are current on schedule with our timeline. A copy has been attached for your use.

Reminder, Moore & Associates will be conducting their outreach sessions and pop-up events during the week of October 20 – 24th. They are still taking suggestions on where to hold them. They will provide a list of where they will be prior to that week.

Our next RCC meeting will be on October 23rd. Moore & Associates will be in attendance for that meeting.

Judge Elliott: Meeting adjourned 1:37 p.m.



Exhibit B.5 RCC meeting minutes (October 23, 2025)

RTCC Meeting Notes

10-23-25

Attendees:

Jana Svacina-Waldrop (Waco Transit)
Jefferson Gunn ()
Jonathan Mize (Texas Workforce Solutions)
Kathy Chambers (Moore & Associates)
Misty Hendon (HOTCOG)
Rep Pledger (HOTCOG)
Sarina Tejani (HOTCOG Intern)

Kathy Chambers: We are currently in the data collection stage of the project. The community survey was sent to key population of the project but also open to the general public. More surveys are coming in as they conduct the project outreach pop-up events. The current tally on community surveys is 170.

The stakeholder survey was sent to organizations that can speak on behalf of the populations they serve. We have received 98 at this point, which is really good for a project of this type.

We've received a few provider surveys, but a few questioned if the survey applied to them. Those were mostly limo services, mom & pop services.

This week they've conducted two events per county, and three events in Waco. As of today, they've conducted 9 in total. There will be two this afternoon (Thursday), and two on Friday.

At the end of the community outreach portion, we will begin working on analyzing the data we received.

Concurrently with that, we're working on existing conditions, looking at what's out there, demographics, etc. All of that will feed into needs assessment.

Currently still on schedule.

Next benchmark is at end of February when interim plan must be submitted to the state.

Outreach will wrap up on November 7th.

We will do a workshop/presentation to RCC at the beginning of December. The date will be determined closer to the time. It will cover the information they've gathered at that point. Will also develop a prioritization methodology for projects and recommendations that will ultimately arise from this. Setting goals and coming up with

1 of 2



projects happens after it goes to the state. We won't start that until March after we receive feedback from TxDOT.

The surveys and stakeholder engagement have received a lot of feedback regarding the need for trips, crossing county lines, trips being limited to certain days in certain counties, capacity limitations, etc. It seems to be more problematic for riders going outside the normal serviced counties.

Committee: Discussions on coordinating transportation with other regions that are outside of our six-county service area. Possibility to coordinate with TxDOT regarding collaborations with other transportation providers. Discussed possibility of a meeting point for transferring riders from one service to another and the issues that could arise regarding the reliability and time constraints if we had a meeting point. Another issue would be reimbursement.

Kathy: We can identify this as a need in our update plan to TxDOT. It's not something that one region can solve on their own. The first step is identifying the problem and what we want to get out of it. If the goal is to reach an agreement with another agency, then maybe it's a transfer point.

Committee: Discussed transportation services in state, discussed DART, and company service transportation.

Rep: The next RCC meeting will be on Thursday, November 20, 2025.

Meeting adjourned.



Exhibit B.6 RCC meeting minutes (November 20, 2025)

RTCC Meeting Notes

11-20-25

Attendees:

Carey Amthor (Friends for Life)
Erika Kunkel (McLennan County)
Heather Travers (McLennan County Health Services)
James Jarmon (Meals on Wheels Waco)
Jefferson Gunn (HOT National Federation of the Blind)
Misty Hendon (HOTCOG)

Misty: Briefly reviewed Tech Memo #1 provided by Moore & Associates.
Committee requested names of the ten gift card winners.
Committee requested clarification on Question 19 of the stakeholder survey. This will be discussed in the meeting on November 25, 2025.
Committee asked if the surveys received cover all demographics that RCC represents. This will be discussed in the meeting on November 25, 2025.
Committee asked if Moore & Associates would be able to provide a formal copy of the final report to each county representative in an effort to keep them educated on transportation needs.
Committee members should review the full report before the update on Tuesday, November 25, 2025.
An RPTCP update workshop is scheduled for Thursday, January 15, 2026 @ 1:00 p.m.
The next RCC meeting is set for Thursday, December 18, 2025 @ 1:00 p.m.



Exhibit B.7 RCC Workshop #1 minutes (January 15, 2026)

RTCC Meeting Notes

01-15-26

In-Person Attendees:

- Amy Teal (City of Whitney)
- Erika Kunkel (McLennan County Health Services)
- Jefferson Gunn (HOT National Federation of the Blind)
- Jonathan Mize (Texas Workforce Solutions)
- Judge Jay Elliott (Falls County)
- Kathy Chambers (Moore & Associates)
- Melissa Ingridola (HOCTIL)
- Misty Hendon (HOTCOG)
- Rep Pledger (HOTCOG)
- Russell Devorsky (HOTCOG)

Zoom Attendees:

- Frank Patterson (McLennan Community College)
- Heather Travers (McLennan County Health Services)
- Jana Svacina-Waldrop (Waco Transit)
- Keith Vandiver (Bosque County Senior Services)
- Stephanie Roberts (Moore & Associates)

Kathy Chambers: Provided an update on where we stand in the planning process (PDF attached).

Committee: Agreed that funding is the #1 priority in this process. Without it, we will not be able to implement any of the recommended changes.

Discussed methods to secure additional funding and marketing strategies.

Discussed lack of participation from dialysis centers and local businesses.

Kathy: Conducted in-meeting survey regarding the prioritization of transportation and mobility needs. Misty will send the list to stakeholders who did not attend the meeting.

Next steps:

1. Adopt prioritized list of needs and prioritization methodology during next RCC meeting (February 19, 2026).
2. Interim Coordinated Plan to TxDOT by February 27, 2026.
3. RCC Workshop #2 in June 2026 (Goals & Strategies).
4. Draft Final Plan – public review during August/September 2026.
5. Adopt Final Plan – late September 2026.

Misty: The next virtual update meeting will be on Tuesday, February 3, 2026, at 9:00 am.

The next RCC meeting will be on February 19, 2026.



Transportation and Mobility Needs

This list of the transportation needs identified in Technical Memo #2 is provided for your reference. **You do not need to complete anything prior to the workshop.** You will have a chance to ask questions and rank each of the needs as part of the workshop.

Transportation Need	Priority (High, medium, low)
1. Greater service capacity for intra- and inter-county trips (within the primary service area) within the five rural counties.	
2. Greater service capacity for inter-county trips outside of the primary service area within the five rural counties.	
3. A sufficient number of qualified transit drivers to serve Waco and McLennan county.	
4. Reliable access to transportation for intra- and inter-county trips (within the primary service area) within the five rural counties.	
5. Reliable access to transportation for inter-county trips outside of the primary service area within the five rural counties.	
6. Weekend service for intra- and inter-county trips (within the primary service area) within the five rural counties.	
7. Coordinated service between other transportation providers for service outside of the primary service area for the five rural counties.	
8. Coordinated service between other transportation providers for service outside of McLennan County.	
9. More affordable transit fares for travel within the rural counties.	
10. More affordable transit fares for travel within Waco and McLennan County.	
11. Greater awareness of transportation options within the five rural counties.	
12. Greater access to travel training for persons in the five rural counties.	
13. Increased partnerships with and support for transportation from stakeholders in the five rural counties.	
14. Increased partnerships with and support for transportation from stakeholders in rural McLennan County.	
15. Improved access to comprehensive service information for persons in the five rural counties.	
16. Improved access to comprehensive service information for persons in rural McLennan County.	



Exhibit B.8 RCC Workshop #1 presentation (January 15, 2026)



**Regional Public
Transportation
Coordination Plan**

RCC Workshop #1
January 15, 2026, 1:00 p.m.

 **HEART OF TEXAS**
COUNCIL OF GOVERNMENTS



REVIEW OF TECHNICAL MEMO #1

- Stakeholders
 - Received survey responses from 91 entities from throughout the project area
 - Greatest representation from those serving seniors, low-income individuals, and adults with a disability
 - Key issues included lack of capacity for rural trips, long wait or travel times, limits on insurance transportation, and a general lack of knowledge about available services and how to use them



REVIEW OF TECHNICAL MEMO #1

- Community
 - Received survey responses from 262 individuals
 - Conducted 13 pop-up events throughout the project area
 - Common transportation barriers included a lack of access to transportation, lack of knowledge about available services, and service not being available when individuals need to travel
 - Trips to access healthcare were the most significant challenge

REVIEW OF TECHNICAL MEMO #2

- Geographic area assessment – reviewed the location of each county as well as key trip generators in and commute characteristics of each
- Demographic area assessment – reviewed the socio-demographic makeup of each county, as well as anticipated population growth over the next five years
- Transportation services assessment – summaries of services provided by transportation providers, including public, private, and non-profit



REVIEW OF TECHNICAL MEMO #2

- Transportation needs and gaps assessment
 - Summary of transportation needs
 - Transit Needs Index (TNI) – uses demographic data to identify census tracts where latent transportation needs are more pronounced
 - Transportation needs and service gaps
 - Analysis of *high transit need* and *very high transit need* TNI census tracts and comparison to existing transportation services
 - Unmet transportation needs methodology
 - Summary of transportation needs and gaps

PRIORITIZATION OF TRANSPORTATION AND MOBILITY NEEDS

- Review the list of needs provided in the agenda
- Visit the link to participate online: www.menti.com
 - Enter code **6591 1689** to join the poll
- Rank each need as high, medium, or low priority
 - Don't submit your ranking until you're sure – you can't change it once it has been submitted
- All responses will be tabulated and a mean rating will be calculated
 - Results will be sent out in the next week



DEVELOPMENT OF PRIORITIZATION METHODOLOGY FOR PROJECTS AND STRATEGIES

- Identify what is most important
- Determine criteria for prioritization such as:
 - Leverages existing resources
 - Improves access to resources
 - Addresses identified need(s)
 - Overall impact (which populations or geographies benefit?)
 - Funding identified
 - Sustainability
 - Expands existing services
 - Improved regional transportation network
- Determine whether criteria should be weighted

DEVELOPMENT OF PRIORITIZATION METHODOLOGY FOR PROJECTS AND STRATEGIES

Criterion	Rank	Criterion	Rank
Ease of access to making the appointment		Works within existing funding available	1*
Access to information about scheduling		Identifies new funding	2*
Funding available		Improves regional transportation network/coordination	3
Works within existing funding		Effective communication	4
Improves regional transportation network (esp. minimizes deadhead travel)			
Partnerships			
Talk to TxDOT about funding for other county trips (discretionary fund?)			
Marketing to identify new funding streams (hard to get local match contributions)			



NEXT STEPS

- Adopt prioritized list of needs and prioritization methodology during next RCC meeting (February 19, 2026)
- Interim Coordinated Plan to TxDOT – by February 27, 2026
- RCC Workshop #2 – June 2026 (Goals & Strategies)
- Draft Final Plan – public review during August/September 2026
- Adopted Final Plan – late September 2026

Questions?

Kathy Chambers
Project Manager

kathy@moore-associates.net
661.755.7062




HEART OF TEXAS
COUNCIL OF GOVERNMENTS





Exhibit B.9 RCC meeting agenda (February 19, 2026)



Heart of Texas
Council of Governments

<p>Councilmember Jimmy Rogers President</p> <p>Judge Cindy Vanlandingham Vice-President</p>	<p>Mayor Protem Andrea Barefield Secretary/Treasurer</p> <p>Russell Devorsky Executive Director</p>
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THE STATE OF TEXAS
COUNTY OF MCLENNAN

TO ALL PERSONS INTERESTED

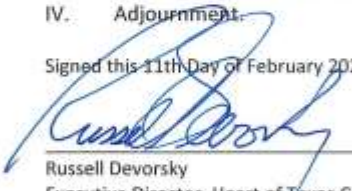
NOTICE IS HEREBY GIVEN in accordance with Chapter 551, Texas Government Code, as amended, that the **Heart of Texas Regional Coordination Council Meeting** has scheduled a meeting for **Thursday the 19th Day of February 2026, at 1:00 p.m.** This meeting will be held both in-person at the Heart of Texas Council of Governments office, located at 1514 S. New Road, Waco, TX 76711, and also via Zoom at <https://us06web.zoom.us/j/84130336001?pwd=ghBMfxlQlajkaCVZKtd0Tmxn7ybjr.1>

Regional Coordination Council Stakeholders
AGENDA

February 19, 2026, 1:00 P.M.

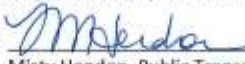
- I. Call to Order.
- II. Proof of Posting of notice in accordance with Chapter 551, Texas Government Code, as amended, known as the Texas Open Meetings Act.
- III. Review and finalize the Interim RPTCP to present to TxDOT.
- IV. Adjournment.

Signed this 11th Day of February 2026



 Russell Devorsky
 Executive Director, Heart of Texas Council of Governments

Posted at the front of the building of Heart of Texas Council of Governments, in a prominent place convenient to the public and readily accessible to said public and on the HOTCOG website, by 5:00 p.m. by the 12th day of February 2026.

Signed, 

 Misty Hendon, Public Transportation Admin.

A Voluntary Association of Local Governments
1514 S. New Road • Waco, Texas 76711 • 254-292-1800 • FAX 254-756-0102



Appendix C | Public Engagement and Outreach Materials

Exhibit C.1 Project summary flyer (English)

The Heart of Texas Council of Governments (HOTCOG)

Who are we?
HOTCOG supports 80 member organizations working to enhance our residents' quality of life. From health and transportation to community and economic development, HOTCOG fills gaps and assists efforts to strengthen the Heart of Texas region (Bosque, Falls, Freestone, Hill, Limestone, and McLennan counties).

Regional Public Transportation Coordination Plan

What is it?
The Coordination Plan is a roadmap for improving transportation in our six counties. The 2026 update focuses on making travel easier for all residents, especially seniors, persons with disabilities, families with low incomes, households without a car, youth, people who speak limited English, Veterans, and job seekers and workforce program clients. The Coordination Plan is updated every five years.

What's the process?

1. Collect information about current transportation resources
2. Collect feedback
 - Stakeholder Surveys
 - Community Surveys
 - Pop-up Events and Focus Groups
 - Stakeholder and Transportation Provider Interviews
3. Analyze data
4. Develop strategies to address gaps in service

What can I do?

Take the survey!

Make a comment!

Virtual focus groups will be held in late October 2025. If you're interested in participating, take the survey and let us know at the end that you'd like to participate.

For more information visit
GetConnectedHOT.com



Exhibit C.2 Project summary flyer (Spanish)

Consejo de Gobiernos del Corazón de Texas (HOTCOG)

¿Quiénes somos?
HOTCOG apoya a 80 organizaciones miembros que trabajan para mejorar la calidad de vida de nuestros residentes. Desde la sanidad y el transporte hasta el desarrollo comunitario y económico, HOTCOG llena lagunas y ayuda en los esfuerzos por fortalecer la región del Corazón de Texas (condados de Bosque, Falls, Freestone, Hill, Limestone y McLennan).

Plan regional de coordinación del transporte público

¿Qué es?
El Plan de Coordinación es una hoja de ruta para mejorar el transporte en nuestros seis condados. La actualización de 2026 se centra en facilitar los desplazamientos a todos los residentes, especialmente a las personas mayores, las personas con discapacidad, las familias con bajos ingresos, los hogares sin coche, los jóvenes, las personas con un dominio limitado del Inglés, los veteranos y los demandantes de empleo y los clientes de programas de empleo. El Plan de Coordinación se actualiza cada cinco años.

¿Cuál es el proceso?

1. Recopilar información sobre los recursos de transporte actuales.
2. Recopilar comentarios
 - Encuestas para partes interesadas
 - Encuestas comunitarias
 - Eventos emergentes y grupos focales
 - Entrevistas con partes interesadas y proveedores de transporte
3. Analizar datos
4. Desarrollar estrategias para abordar las deficiencias en el servicio.

¿Qué puedo hacer?

¡Participa en la encuesta!

¡Deja un comentario!

Los grupos de discusión virtuales se celebrarán a finales de octubre de 2025. Si está interesado en participar, responda a la encuesta y háganos saber al final que le gustaría participar.

Para obtener más información, visite **GetConnectedHOT.com**



Exhibit C.3 Business card (bilingual)




Exhibit C.4 Social media graphic






Exhibit C.5 Comment card (bilingual)

Question/Comment Card 

Use this card to submit a question or comment.

QUESTION/COMMENT:

Name (optional): _____

**Tarjeta de preguntas/
comentarios** 

Utilice esta tarjeta para enviar una pregunta o comentario.

PREGUNTA/COMENTARIO:

Nombre (opcional): _____



Exhibit C.6 Project webpage (English)

Connecting the Community



HEART OF TEXAS
COUNCIL OF GOVERNMENTS

Take the Community Survey here!

- About the Plan
- Upcoming Events
- Project Resources
- Survey
- Contact Us
- Español

Connecting the Community: A Coordinated Transportation Plan for the Heart of Texas Region



Improving mobility is an ongoing objective for persons living, working, or visiting the Heart of Texas region. As the lead agency for our region, the Heart of Texas Council of Governments (HOTCOG) is working with the Texas Department of Transportation (TxDOT) and a consultant team to prepare an update of the Regional Public Transportation Coordination Plan (Plan) for Bosque, Falls, Freestone, Hill, Limestone, and McLennan counties.

The 2026 Plan seeks to identify practical strategies for improving the day-to-day mobility of all residents of the region, but especially older adults, persons with disabilities, low-income individuals, zero-car households, area youth, persons with limited English proficiency, veterans, clients of workforce agencies, and employment/job seekers. It will include a variety of public participation opportunities including a bilingual (Spanish/English) project webpage, community survey, and focus groups with members of the target populations listed above. We will also conduct surveys of stakeholders and transportation providers to gain additional insight into the needs of and transportation resources available to the region.

While public transportation plays a significant role in regional mobility, it is far from the only transportation provider. As such, we will be reaching out to many organizations that provide transportation services or support for transportation to gain a comprehensive understanding of the mobility resources available within Heart of Texas communities.

All residents are encouraged to take the community survey via the link on the left side of the page. If you are interested in participating in a focus group, you'll have the opportunity to let us know at the end of the survey.

If you are an organization that serves any of the target populations listed above, have not received a stakeholder survey, and would like to complete a stakeholder survey and/or receive materials to distribute to those you serve, [click here to send us your request](#). Make sure you include your email address so we can respond.

This project webpage will be updated approximately every two weeks throughout the project term. Check back often to learn about the project's progress, opportunities for public participation, and how your ideas may be able to help improve mobility/transportation throughout the Heart of Texas region.





Exhibit C.7 Project webpage (Spanish)

**Conectando a la
Comunidad**



**¡Realice la Encuesta
Comunitaria aquí!**

- Acerca del Plan
- Próximos Eventos
- Recursos del Proyecto
- Encuesta
- Contactenos

**Conectando a la Comunidad: Un Plan de Transporte
Coordinado para la Región del Corazón de Texas**



Mejorar la movilidad es un objetivo continuo para las personas que viven, trabajan o visitan la región del Corazón de Texas. Como la agencia líder para nuestra región, el Consejo de Gobiernos del Corazón de Texas (HOTCOG, por sus siglas en inglés) está trabajando con el Departamento de Transporte de Texas (TxDOT, por sus siglas en inglés) y un equipo de consultores para preparar una actualización del Plan Regional de Coordinación de Transporte Público (Plan) para los condados de Bosque, Falls, Freestone, Hill, Limestone y McLennan.

El Plan 2026 busca identificar estrategias prácticas para mejorar la movilidad del día a día de todos los residentes de la región, pero especialmente los adultos mayores, personas con discapacidades, personas de bajos ingresos, hogares sin autos, jóvenes del área, personas con dominio limitado del inglés, veteranos, clientes de agencias de fuerza laboral y solicitantes de empleo. Incluirá una variedad de oportunidades de participación pública, incluyendo una página web de proyecto bilingüe (español/ inglés), una encuesta comunitaria y grupos de enfoque con miembros de las poblaciones objetivo enlistadas anteriormente. También realizaremos encuestas de partes interesadas y proveedores de transporte para obtener información adicional de las necesidades y de los recursos de transporte disponibles para la región.

Si bien el transporte público representa un papel significativo en la movilidad regional, está lejos de ser el único proveedor de transporte. Por lo tanto, contactaremos a muchas organizaciones que proporcionan servicios de transporte o apoyo para el transporte para obtener una comprensión integral de los recursos de movilidad disponibles dentro de las comunidades del Corazón de Texas.

Se anima a todos los residentes a realizar la encuesta comunitaria a través del enlace que aparece en el lado izquierdo de la página. Si le interesa participar en un grupo de enfoque, tendrá la oportunidad de comunicárnoslo al final de la encuesta.

Si usted es una organización que sirve a alguna de las poblaciones objetivo enumeradas anteriormente, y no ha recibido una encuesta de partes interesadas y le gustaría completar una encuesta de partes interesadas y/o recibir materiales para distribuir a las personas a las que sirve, [haga clic aquí para enviarnos su solicitud](#). Asegúrese de incluir su dirección de correo electrónico para que podamos responder.

Esta página web del proyecto se actualizará aproximadamente cada dos semanas a lo largo del plazo del proyecto. Vuelva a consultar con frecuencia para conocer el progreso del proyecto, las oportunidades de participación pública y cómo sus ideas pueden ayudar a mejorar la movilidad/el transporte en toda la región del Corazón de Texas.





Exhibit C.8 Community survey flyer (English)

Your feedback is important!



Scan the QR code





HEART OF TEXAS
COUNCIL OF GOVERNMENTS

Survey Participation Opportunity!

Chance for your voice to be heard and to be entered into a drawing for a series of **\$50 VISA gift cards**

2026 Regionally Coordinated Transportation Plan Community Transportation Survey

The Heart of Texas Council of Governments (HOTCOG) is updating the region's five-year Coordinated Transportation Plan. By completing this short survey, you will help us learn about your current and future transportation needs and priorities.





Exhibit C.9 Community survey flyer (Spanish)



Escanea el
código QR

¡Su opinión es importante!



HEART OF TEXAS
COUNCIL OF GOVERNMENTS

Encuesta ¡Oportunidad de participación!

Oportunidad de hacer oír tu voz y participar en un sorteo de una serie de **tarjetas de regalo VISA de \$50**.

Plan Regional de Transporte Coordinado 2026 **Encuesta Comunitaria Sobre Transporte**

Heart of Texas Council of Governments (HOTCOG) está preparando una actualización al Plan quinquenal de transporte coordinado.

Al realizar esta encuesta breve, nos ayudará a conocer sobre sus necesidades y prioridades actuales y futuras en cuanto al transporte.





Exhibit C.10 Pop-up event flyers

Need a ride?
We're here to help!




The Heart of Texas Council of Governments (HOTCOG) is updating its Regional Public Transportation Coordination Plan to help make travel throughout the region a little easier.

We want to hear from YOU about your transportation needs! Stop by to learn about this important project and tell us what we can do to improve transportation in your community. Your voice matters!

EVENT HIGHLIGHTS
Stop by our Pop-Up Event!
Enter to win a series of \$50 VISA Gift Cards!

EVENT DETAILS
Monday, October 20, 2025
Hillsboro City Library
118 S Waco St, Hillsboro, TX 76645
11:00 AM

For project information, visit GetConnectedHOT.com
For Blue Transit information, visit gotbluetransit.com

¿Necesitas que te lleven?
¡Estamos aquí para ayudarte!




El Consejo de Gobiernos del Corazón de Texas (HOTCOG) está actualizando su Plan Regional de Coordinación del Transporte Público para ayudar a que los desplazamientos por toda la región sean un poco más fáciles.

¿Queremos saber cuáles son TUS necesidades de transporte? ¡Venenos para conocer este importante proyecto y cuéntanos que podemos hacer para mejorar el transporte en su comunidad. ¡Su opinión es importante!

DESTACADOS DEL EVENTO
¡Pásate por nuestro Pop-Up Event!
¡Participa para ganar una serie de tarjetas regalo VISA de 50 dólares!

DETALLES DEL EVENTO
Lunes, 20 de octubre de 2025
Biblioteca de la ciudad de Hillsboro
118 S Waco St, Hillsboro, TX 76645
11:00 a.m.

Para obtener información sobre el proyecto, visita GetConnectedHOT.com
Para obtener información sobre Blue Transit, visita gotbluetransit.com

Need a ride?
We're here to help!




The Heart of Texas Council of Governments (HOTCOG) is updating its Regional Public Transportation Coordination Plan to help make travel throughout the region a little easier.

We want to hear from YOU about your transportation needs! Stop by to learn about this important project and tell us what we can do to improve transportation in your community. Your voice matters!

EVENT HIGHLIGHTS
Stop by our Pop-Up Event!
Enter to win a series of \$50 VISA Gift Cards!

EVENT DETAILS
Monday, October 20, 2025
Gibbs Memorial Library
305 E Rusk St, Mexia, TX 76667
4:00 PM

For project information, visit GetConnectedHOT.com
For Blue Transit information, visit gotbluetransit.com

¿Necesitas que te lleven?
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El Consejo de Gobiernos del Corazón de Texas (HOTCOG) está actualizando su Plan Regional de Coordinación del Transporte Público para ayudar a que los desplazamientos por toda la región sean un poco más fáciles.

¿Queremos saber cuáles son TUS necesidades de transporte? ¡Venenos para conocer este importante proyecto y cuéntanos que podemos hacer para mejorar el transporte en su comunidad. ¡Su opinión es importante!

DESTACADOS DEL EVENTO
¡Pásate por nuestro Pop-Up Event!
¡Participa para ganar una serie de tarjetas regalo VISA de 50 dólares!

DETALLES DEL EVENTO
Lunes, 20 de octubre de 2025
Biblioteca Gibbs Memorial
305 E Rusk St, Mexia, TX 76667
4:00 p.m.

Para obtener información sobre el proyecto, visita GetConnectedHOT.com
Para obtener información sobre Blue Transit, visita gotbluetransit.com



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We're here to help!**



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We want to hear from YOU about your transportation needs! Stop by to learn about this important project and tell us what we can do to improve transportation in your community. Your voice matters!

Scan the QR code

EVENT HIGHLIGHTS	EVENT DETAILS
Stop by our Pop-Up Event!  Enter to win a series of \$50 VISA Gift Cards!	Tuesday, October 21, 2025 Golinda Senior Center 7039 Golinda Drive, Lorena, TX 76655 11:30 AM

HEART OF TEXAS COUNCIL OF GOVERNMENTS For project information, visit GetConnectedHOT.com
For Blue Transit information, visit gobluetransit.com

**¿Necesitas que te lleven?
¡Estamos aquí para ayudarte!**



El Consejo de Gobiernos del Corazón de Texas (HOTCOG) está actualizando su Plan Regional de Coordinación del Transporte Público para ayudar a que los desplazamientos por toda la región sean un poco más fáciles.

¿Queremos saber cuáles son TUS necesidades de transporte? ¡Venenos para conocer este importante proyecto y cuéntanos qué podemos hacer para mejorar el transporte en su comunidad. ¡Su opinión es importante!

Escanea el código QR

DESTACADOS DEL EVENTO	DETALLES DEL EVENTO
¡Pásate por nuestro Pop-Up Event!  ¡Participa para ganar una serie de tarjetas regalo VISA de 50 dólares!	Martes, 21 de octubre de 2025 Centro para personas mayores de Golinda 7039 Golinda Drive, Lorena, TX 76655 11:30 a.m.

HEART OF TEXAS COUNCIL OF GOVERNMENTS Para obtener información sobre el proyecto, visita GetConnectedHOT.com
Para obtener información sobre Blue Transit, visita gobluetransit.com

**Need a ride?
We're here to help!**



The Heart of Texas Council of Governments (HOTCOG) is updating its Regional Public Transportation Coordination Plan to help make travel throughout the region a little easier.

We want to hear from YOU about your transportation needs! Stop by to learn about this important project and tell us what we can do to improve transportation in your community. Your voice matters!

Scan the QR code

EVENT HIGHLIGHTS	EVENT DETAILS
Stop by our Pop-Up Event!  Enter to win a series of \$50 VISA Gift Cards!	Tuesday, October 21, 2025 Teague Public Library 400 Main St, Teague, TX 75860 3:00 PM

HEART OF TEXAS COUNCIL OF GOVERNMENTS For project information, visit GetConnectedHOT.com
For Blue Transit information, visit gobluetransit.com

**¿Necesitas que te lleven?
¡Estamos aquí para ayudarte!**



El Consejo de Gobiernos del Corazón de Texas (HOTCOG) está actualizando su Plan Regional de Coordinación del Transporte Público para ayudar a que los desplazamientos por toda la región sean un poco más fáciles.

¿Queremos saber cuáles son TUS necesidades de transporte? ¡Venenos para conocer este importante proyecto y cuéntanos qué podemos hacer para mejorar el transporte en su comunidad. ¡Su opinión es importante!

Escanea el código QR

DESTACADOS DEL EVENTO	DETALLES DEL EVENTO
¡Pásate por nuestro Pop-Up Event!  ¡Participa para ganar una serie de tarjetas regalo VISA de 50 dólares!	Martes, 21 de octubre de 2025 Biblioteca pública de Teague 400 Main St, Teague, TX 75860 3:00 p.m.

HEART OF TEXAS COUNCIL OF GOVERNMENTS Para obtener información sobre el proyecto, visita GetConnectedHOT.com
Para obtener información sobre Blue Transit, visita gobluetransit.com



**Need a ride?
We're here to help!**



The Heart of Texas Council of Governments (HOTCOG) is updating its Regional Public Transportation Coordination Plan to help make travel throughout the region a little easier.

We want to hear from YOU about your transportation needs! Stop by to learn about this important project and tell us what we can do to improve transportation in your community. Your voice matters!

EVENT HIGHLIGHTS
Stop by our Pop-Up Event!
Enter to win a series of \$50 VISA Gift Cards!

EVENT DETAILS
Tuesday, October 21, 2025
Hillsboro Interfaith Ministry
214-A East Elm St., Hillsboro, TX 76645
5:00 PM

For project information, visit GetConnectedHOT.com
For Blue Transit information, visit gotbluetransit.com

**¿Necesitas que te lleven?
¡Estamos aquí para ayudarte!**



El Consejo de Gobiernos del Corazón de Texas (HOTCOG) está actualizando su Plan Regional de Coordinación del Transporte Público para ayudar a que los desplazamientos por toda la región sean un poco más fáciles.

¿Queremos saber cuáles son TUS necesidades de transporte? ¡Venenos para conocer este importante proyecto y cuéntanos qué podemos hacer para mejorar el transporte en su comunidad. ¡Su opinión es importante!

DESTACADOS DEL EVENTO
¡Pásate por nuestro Pop-Up Event!
¡Participa para ganar una serie de tarjetas regalo VISA de 50 dólares!

DETALLES DEL EVENTO
Martes, 21 de octubre de 2025
Ministerio Interreligioso de Hillsboro
214-A East Elm St., Hillsboro, TX 76645
5:00 p.m.

Para obtener información sobre el proyecto, visita GetConnectedHOT.com
Para obtener información sobre Blue Transit, visita gotbluetransit.com

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We want to hear from YOU about your transportation needs! Stop by to learn about this important project and tell us what we can do to improve transportation in your community. Your voice matters!

EVENT HIGHLIGHTS
Stop by our Pop-Up Event!
Enter to win a series of \$50 VISA Gift Cards!

EVENT DETAILS
Wednesday, October 22, 2025
Bosque County Senior Services
101 W. Avenue E, Valley Mills, TX 76689
11:30 AM

For project information, visit GetConnectedHOT.com
For Blue Transit information, visit gotbluetransit.com

**¿Necesitas que te lleven?
¡Estamos aquí para ayudarte!**



El Consejo de Gobiernos del Corazón de Texas (HOTCOG) está actualizando su Plan Regional de Coordinación del Transporte Público para ayudar a que los desplazamientos por toda la región sean un poco más fáciles.

¿Queremos saber cuáles son TUS necesidades de transporte? ¡Venenos para conocer este importante proyecto y cuéntanos qué podemos hacer para mejorar el transporte en su comunidad. ¡Su opinión es importante!

DESTACADOS DEL EVENTO
¡Pásate por nuestro Pop-Up Event!
¡Participa para ganar una serie de tarjetas regalo VISA de 50 dólares!

DETALLES DEL EVENTO
Miércoles, 22 de octubre de 2025
Servicios para personas mayores del condado de Bosque
101 W. Avenue E, Valley Mills, TX 76689
11:30 a.m.

Para obtener información sobre el proyecto, visita GetConnectedHOT.com
Para obtener información sobre Blue Transit, visita gotbluetransit.com





Need a ride?
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The Heart of Texas Council of Governments (HOTCOG) is updating its Regional Public Transportation Coordination Plan to help make travel throughout the region a little easier.

We want to hear from YOU about your transportation needs! Stop by to learn about this important project and tell us what we can do to improve transportation in your community. Your voice matters!

EVENT HIGHLIGHTS
Stop by our Pop-Up Event!
Enter to win a series of \$50 VISA Gift Cards!

EVENT DETAILS
Wednesday, October 22, 2025
Estrella Maxey Community Center
1809 JJ Flewellen Rd, Waco, TX
5:30 PM

 Scan the QR code

 **HEART OF TEXAS**
COUNCIL OF GOVERNMENTS For project information, visit GetConnectedHOT.com

¿Necesitas que te lleven?
¡Estamos aquí para ayudarte!



El Consejo de Gobiernos del Corazón de Texas (HOTCOG) está actualizando su Plan Regional de Coordinación del Transporte Público para ayudar a que los desplazamientos por toda la región sean un poco más fáciles.

¡Queremos saber cuáles son TUS necesidades de transporte! Visítanos para conocer este importante proyecto y cuéntanos qué podemos hacer para mejorar el transporte en tu comunidad. ¡Tu opinión es importante!

DESTACADOS DEL EVENTO
¡Pásate por nuestro Pop-Up Event!
¡Participa para ganar una serie de tarjetas regalo VISA de 50 dólares!

DETALLES DEL EVENTO
Miércoles, 22 de octubre de 2025
Centro Comunitario Estrella Maxey
1809 JJ Flewellen Rd, Waco, TX
5:30 p.m.

 Escanea el código QR

 **HEART OF TEXAS**
COUNCIL OF GOVERNMENTS Para obtener información sobre el proyecto, visita GetConnectedHOT.com

Need a ride?
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The Heart of Texas Council of Governments (HOTCOG) is updating its Regional Public Transportation Coordination Plan to help make travel throughout the region a little easier.

We want to hear from YOU about your transportation needs! Stop by to learn about this important project and tell us what we can do to improve transportation in your community. Your voice matters!

EVENT HIGHLIGHTS
Stop by our Pop-Up Event!
Enter to win a series of \$50 VISA Gift Cards!

EVENT DETAILS
Thursday, October 23, 2025
Heart of Texas Veterans One Stop
2010 La Salle Ave Suite A, Waco, TX 76706
11:00 AM

 Scan the QR code

 **HEART OF TEXAS**
COUNCIL OF GOVERNMENTS For project information, visit GetConnectedHOT.com

¿Necesitas que te lleven?
¡Estamos aquí para ayudarte!



El Consejo de Gobiernos del Corazón de Texas (HOTCOG) está actualizando su Plan Regional de Coordinación del Transporte Público para ayudar a que los desplazamientos por toda la región sean un poco más fáciles.

¡Queremos saber cuáles son TUS necesidades de transporte! Visítanos para conocer este importante proyecto y cuéntanos qué podemos hacer para mejorar el transporte en tu comunidad. ¡Tu opinión es importante!

DESTACADOS DEL EVENTO
¡Pásate por nuestro Pop-Up Event!
¡Participa para ganar una serie de tarjetas regalo VISA de 50 dólares!

DETALLES DEL EVENTO
Jueves, 23 de octubre de 2025
Corazón de los veteranos de Texas una parada
2010 La Salle Ave Suite A, Waco, TX 76706
11:00 a.m.

 Escanea el código QR

 **HEART OF TEXAS**
COUNCIL OF GOVERNMENTS Para obtener información sobre el proyecto, visita GetConnectedHOT.com



Need a ride? We're here to help!



The Heart of Texas Council of Governments (HOTCOG) is updating its Regional Public Transportation Coordination Plan to help make travel throughout the region a little easier.

We want to hear from YOU about your transportation needs! Stop by to learn about this important project and tell us what we can do to improve transportation in your community. Your voice matters!

EVENT HIGHLIGHTS

Stop by our Pop-Up Event!

Enter to win a series of \$50 VISA Gift Cards!

EVENT DETAILS

Thursday, October 23, 2025

Kate Ross Community Center

1115 Cleveland Ave, Waco, TX

10:00 AM

For project information, visit GetConnectedHOT.com

¿Necesitas que te lleven? ¡Estamos aquí para ayudarte!



El Consejo de Gobiernos del Corazón de Texas (HOTCOG) está actualizando su Plan Regional de Coordinación del Transporte Público para ayudar a que los desplazamientos por toda la región sean un poco más fáciles.

¿Queremos saber cuáles son TUS necesidades de transporte? ¡Venenos para conocer este importante proyecto y cuéntanos qué podemos hacer para mejorar el transporte en su comunidad. ¡Su opinión es importante!

DESTACADOS DEL EVENTO

¡Pásate por nuestro Pop-Up Event!

¡Participa para ganar una serie de tarjetas regalo VISA de 50 dólares!

DETALLES DEL EVENTO

Jueves, 23 de octubre de 2025

Centro Comunitario Kato Ross

1115 Cleveland Ave, Waco, TX

10:00 a.m.

Para obtener información sobre el proyecto, visita GetConnectedHOT.com

Need a ride? We're here to help!



The Heart of Texas Council of Governments (HOTCOG) is updating its Regional Public Transportation Coordination Plan to help make travel throughout the region a little easier.

We want to hear from YOU about your transportation needs! Stop by to learn about this important project and tell us what we can do to improve transportation in your community. Your voice matters!

EVENT HIGHLIGHTS

Stop by our Pop-Up Event!

Enter to win a series of \$50 VISA Gift Cards!

EVENT DETAILS

Thursday, October 23, 2025

Bosque County Senior Services

152 4th Street, Walnut Springs, TX

12:00 PM

For project information, visit GetConnectedHOT.com
For Blue Transit information, visit gobluetransit.com

¿Necesitas que te lleven? ¡Estamos aquí para ayudarte!



El Consejo de Gobiernos del Corazón de Texas (HOTCOG) está actualizando su Plan Regional de Coordinación del Transporte Público para ayudar a que los desplazamientos por toda la región sean un poco más fáciles.

¿Queremos saber cuáles son TUS necesidades de transporte? ¡Venenos para conocer este importante proyecto y cuéntanos qué podemos hacer para mejorar el transporte en su comunidad. ¡Su opinión es importante!

DESTACADOS DEL EVENTO

¡Pásate por nuestro Pop-Up Event!

¡Participa para ganar una serie de tarjetas regalo VISA de 50 dólares!

DETALLES DEL EVENTO

Jueves, 23 de octubre de 2025

Servicios para personas mayores del condado de Bosque

152 4th Street, Walnut Springs, TX

12:00 p.m.

Para obtener información sobre el proyecto, visita GetConnectedHOT.com
Para obtener información sobre Blue Transit, visita gobluetransit.com





**Need a ride?
We're here to help!**



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We want to hear from YOU about your transportation needs! Stop by to learn about this important project and tell us what we can do to improve transportation in your community. Your voice matters!

Scan the QR code

EVENT HIGHLIGHTS	EVENT DETAILS
Stop by our Pop-Up Event!  Enter to win a series of \$50 VISA Gift Card!	Thursday, October 23, 2025 Groesbeck Housing Authority 407 N Leon St, Groesbeck, TX 76642 3:00 PM

HEART OF TEXAS COUNCIL OF GOVERNMENTS For project information, visit GetConnectedHOT.com
For Blue Transit information, visit gotbluetransit.com

**¿Necesitas que te lleven?
¡Estamos aquí para ayudarte!**



El Consejo de Gobiernos del Corazón de Texas (HOTCOG) está actualizando su Plan Regional de Coordinación del Transporte Público para ayudar a que los desplazamientos por toda la región sean un poco más fáciles.

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Scan the QR code

DESTACADOS DEL EVENTO	DETALLES DEL EVENTO
¡Pásate por nuestro Pop-Up Event!  ¡Participa para ganar una serie de tarjetas regalo VISA de 50 dólares!	Jueves, 23 de octubre de 2025 Autoridad de Vivienda de Groesbeck 407 N Leon St, Groesbeck, TX 3:00 p.m.

HEART OF TEXAS COUNCIL OF GOVERNMENTS Para obtener información sobre el proyecto, visita GetConnectedHOT.com
Para obtener información sobre Blue Transit, visita gotbluetransit.com

**Need a ride?
We're here to help!**



The Heart of Texas Council of Governments (HOTCOG) is updating its Regional Public Transportation Coordination Plan to help make travel throughout the region a little easier.

We want to hear from YOU about your transportation needs! Stop by to learn about this important project and tell us what we can do to improve transportation in your community. Your voice matters!

Scan the QR code

EVENT HIGHLIGHTS	EVENT DETAILS
Stop by our Pop-Up Event!  Enter to win a series of \$50 VISA Gift Card!	Friday, October 24, 2025 Rosebud Senior Center 336 Main St, Rosebud, 76570 9:00 AM

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¡Pásate por nuestro Pop-Up Event!  ¡Participa para ganar una serie de tarjetas regalo VISA de 50 dólares!	Viernes, 24 de octubre de 2025 Centro para personas mayores Rosebud 336 Main St, Rosebud, 76570 9:00 a.m.

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<p>Stop by our Pop-Up Event!</p> <p>Enter to win a series of \$50 VISA Gift Cards!</p> 	<p>Friday, October 24, 2025</p> <p>Fairfield Senior Center</p> <p>201 North Bateman Road, Fairfield TX</p> <p>12:00 PM</p>

HEART OF TEXAS COUNCIL OF GOVERNMENTS For project information, visit GetConnectedHOT.com
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DESTACADOS DEL EVENTO	DETALLES DEL EVENTO
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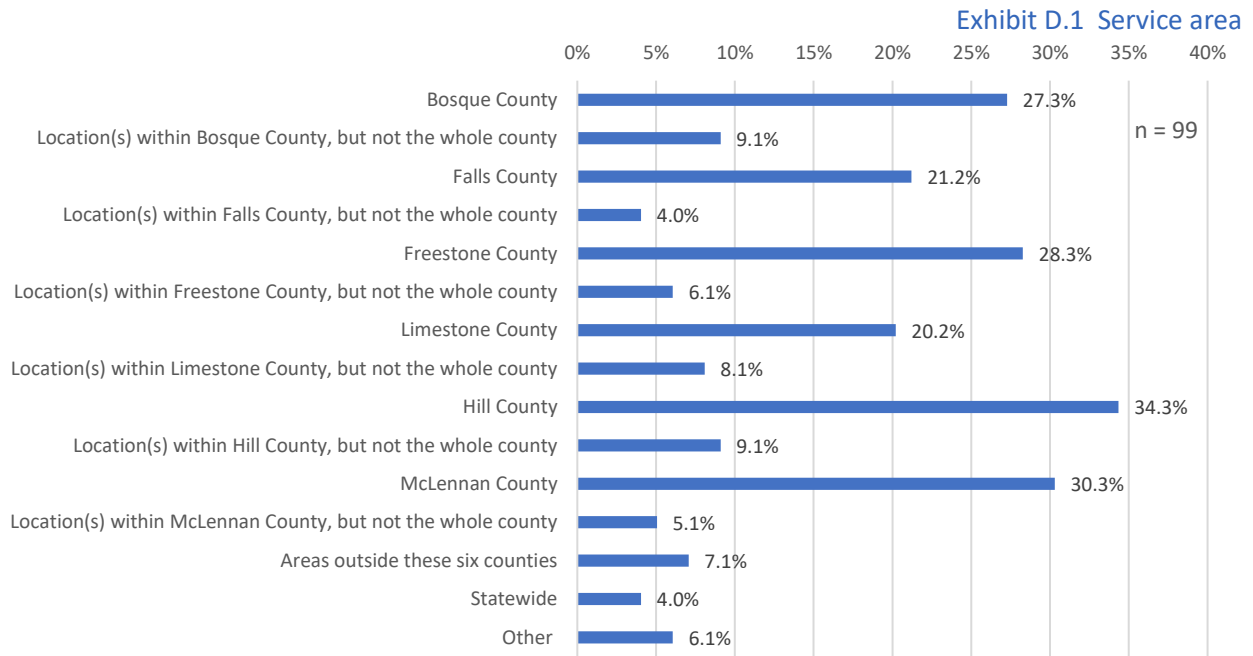
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Appendix D | Stakeholder Survey

Question 2. What best describes your organization’s service area? (Select all that apply.)

Stakeholder respondents represent a broad range of service areas, from portions of a single county to multiple counties or statewide. More than seven percent of stakeholders also serve areas outside of the six-county region, reinforcing that many needs exist regardless of jurisdictional boundaries.



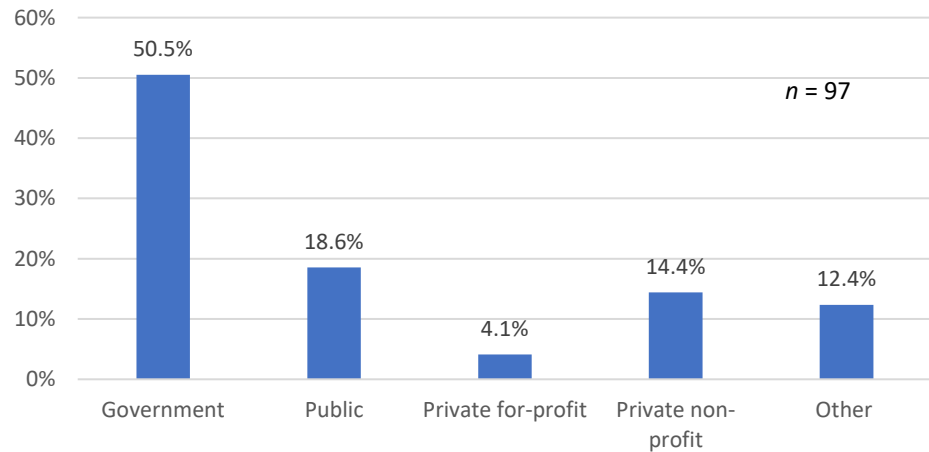
“Other” responses included Gatesville, Johnson County, Ellis County, Coryell County, and Leon County (all of which about the six-county region).



Question 3. Which of the following best describes your organization?

More than two-thirds of stakeholders described themselves as government or public organizations. Private non-profits made up less than 15 percent of respondents. Some organizations were not sure which category they fit into; “other” responses included faith-based and unspecified non-profit organizations, churches, school districts and educational facilities, hospitals and hospital districts, and public housing authorities.

Exhibit D.2 Type of organization



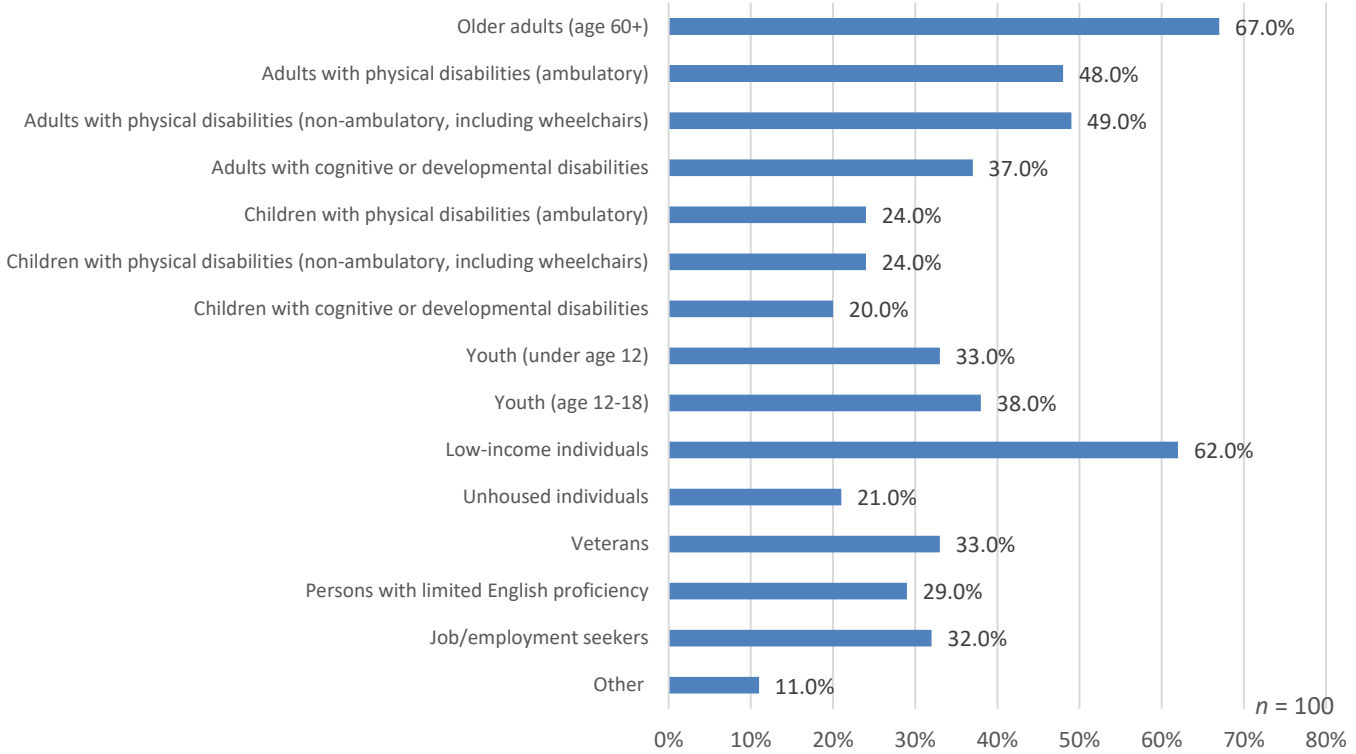
Question 4. What historically transportation-disadvantaged populations are primarily served by your organization? (Select all that apply.)

Older adults were the most robustly represented population cohort (67 percent), followed by low-income individuals (62 percent). Organizations serving disabled adults were represented more than those serving disabled children, though both groups were represented. Approximately one-third of the stakeholders provide services to veterans. Organizations serving youth were also well represented, as were organizations serving job seekers. The two cohorts served by the fewest stakeholders were unhoused individuals (21 percent) and children with cognitive or developmental disabilities (20 percent).

“Other” responses were those that did not fit neatly into one of the listed categories, including all of the above, all City residents, none of the above, agriculture/ranching industry, undocumented individuals, youth age 5 to 18, and youth age 14 to 22.



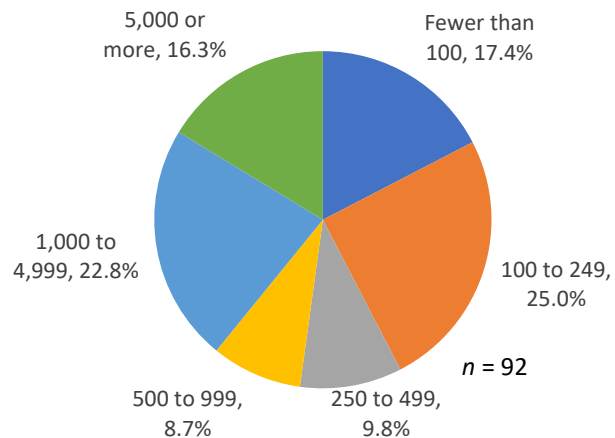
Exhibit D.3 Populations served



Question 5. What is the approximate size of your organization’s client base (e.g., how many individual clients do you regularly serve in an average year?)

Stakeholder organizations tended to be small (fewer than 250 clients, 42.4 percent) or quite large (1,000 clients or more, 39.1 percent). Only 18.5 percent of organizations served 250 to 999 clients annually.

Exhibit D.4 Size of client base

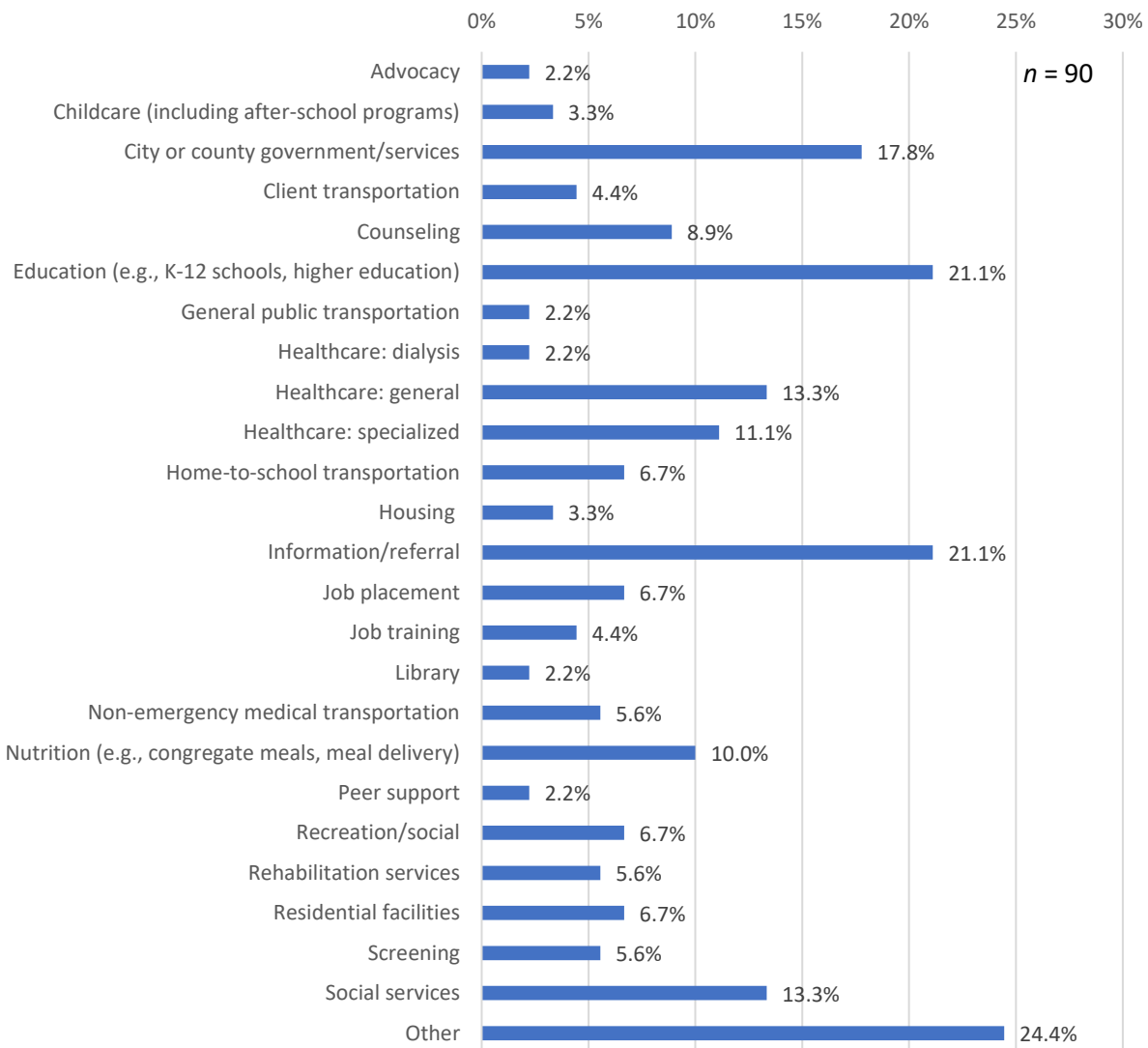




Question 6. What are the core functions of your organization? (Select all that apply.)

Transportation was a core function for relatively few of the stakeholder respondents. Home-to-school transportation was provided by 6.7 percent, non-emergency medical transportation was provided by 5.6 percent, client transportation was provided by 4.4 percent, and general public transportation was provided by 2.2 percent. Education and information/referral were the most frequently-cited core function, followed by city or county government/services.

Exhibit D.5 Organization core functions



Specific “other” responses included transition, independent skills training, agriculture and natural resources information, family and community health, youth development, case management, veterans benefits, faith-based community, County indigent healthcare, emergency assistance, bus passes, gas cards, emergency management, emergency services, exercise program, healthcare workforce development, radiology, non-residential families, resource referrals, in-home care, meal delivery, vocational rehabilitation, food assistance, and grocery delivery.

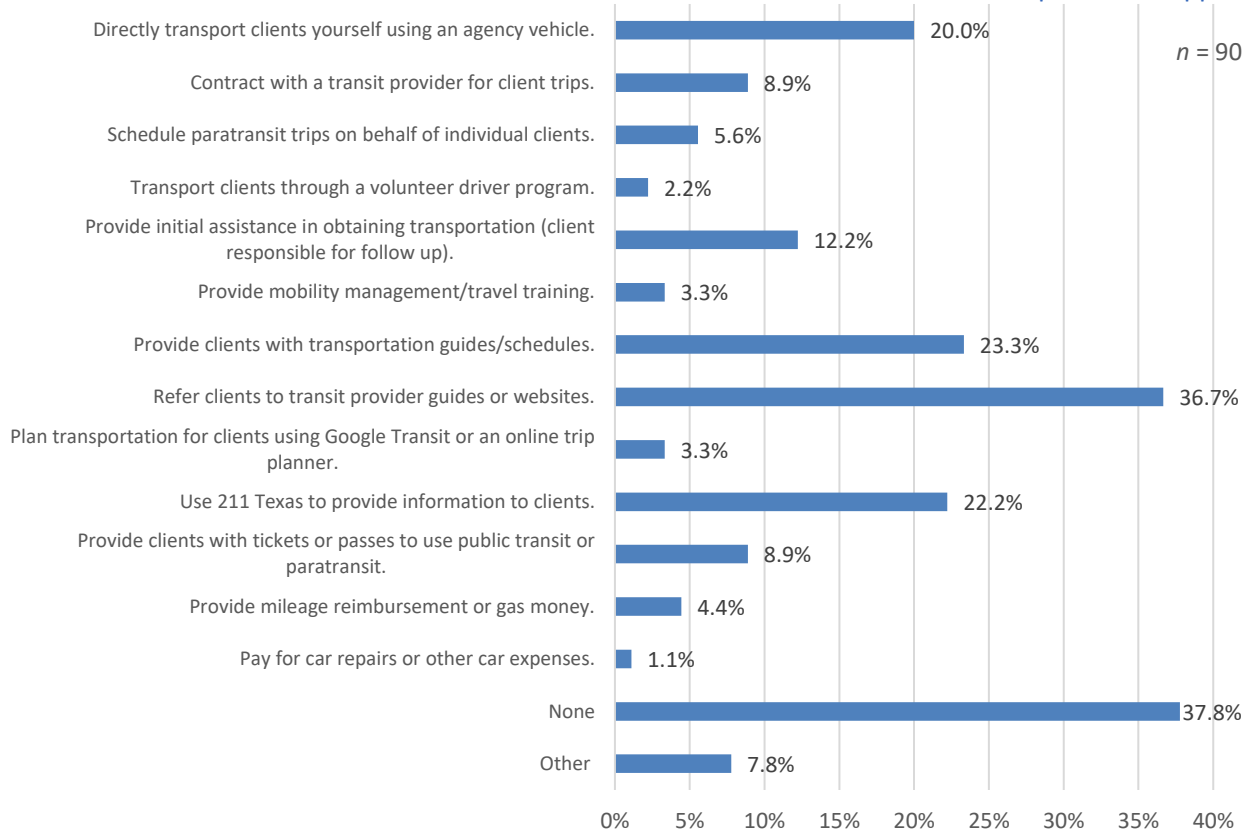


Question 7. What support, if any, does your organization provide for client transportation? (Select all that apply.)

While “none” was the most frequently-cited response (37.8 percent), referring clients to transit provider guides or websites was the support activity indicated by the highest percentage of stakeholders (36.7 percent). It was followed by providing clients with transportation guides or schedules (23.3 percent) and using 211 Texas to provide information (22.2 percent). Twenty percent of stakeholders transport clients directly using their own vehicles.

Very few stakeholder organizations utilize volunteer driver programs, provide travel training, help with trip planning, or assist with car repairs.

Exhibit D.6 Transportation support



“Other” responses included taking 4-H members to camp, school bus service to and from school, and transporting prisoners from jail to court.



Question 9. How frequently do your clients report challenges in meeting the following transportation needs?

Unsurprisingly, stakeholder clients often report challenges in making medical trips (including appointments and dialysis), with nearly a quarter of stakeholder clients facing these issues “often.” Another 40.2 percent “sometimes” face challenges, resulting in a significant 64.6 percent of clients. The second most frequently cited challenge was transportation to work or school, where 18.4 percent of stakeholders saw this issue “often” and 27.6 percent “sometimes” (for a total of 46 percent). While challenges in completing essential shopping was cited “often” by 14.6 percent and “sometimes” by 36.6 percent, 51.2 percent faced this issue. Accessing veterans’ services was a challenge cited by a total of 44 percent (12 percent “often” and 32 percent “sometimes”). Transportation outside their respective home county was another challenge, with 12 percent citing it “often” and 29.3 percent citing it “sometimes” (total of 41.3 percent).

Exhibit D.7 Frequency of transportation challenges

Need	Often	Sometimes	Rarely	Never	Not Applicable
Medical trips (doctor visits, dialysis, etc.)	24.4%	40.2%	8.5%	7.3%	19.5%
Access to veterans’ services (including medical)	12.0%	32.0%	12.0%	13.3%	30.7%
Essential shopping (groceries, medicine)	14.6%	36.6%	11.0%	11.0%	26.8%
Transportation to work and/or school	18.4%	27.6%	17.1%	11.8%	25.0%
Daycare or elementary school trips	6.8%	12.3%	13.7%	23.3%	43.8%
After-school trips	5.6%	11.1%	13.9%	26.4%	43.1%
Weekday trips	6.6%	22.4%	11.8%	21.1%	38.2%
Evening trips	9.3%	17.3%	12.0%	22.7%	38.7%
Saturday trips	9.5%	16.2%	10.8%	23.0%	40.5%
Sunday trips	8.3%	11.1%	12.5%	22.2%	45.8%
Making same-day reservations	8.2%	24.7%	12.3%	19.2%	35.6%
Accessibility/path of travel to bus stop	8.5%	15.5%	15.5%	19.7%	40.8%
Transfers	9.7%	16.7%	9.7%	22.2%	41.7%
Transportation outside their home county	12.0%	29.3%	14.7%	12.0%	32.0%
Trip planning and information	9.5%	20.3%	13.5%	20.3%	36.5%
Other	4.5%	4.5%	0.0%	18.2%	72.7%

“Other” responses included hours of operation for transportation services, rural transportation, arriving on time for appointments, and probation office visits.



Question 10. If you indicated “often” to any of the statements in the previous question, tell us more about these needs.

Exhibit D.8 Most often-observed transportation challenges

Challenges cited as “often”
Access to medical trips outside of coverage area (i.e., Palestine, Corsicana, Cleburne/Burleson, Bryan/College Station, and Temple areas).
Clients report they struggle to get to appointments but when offered bus passes to accommodate transportation needs, they decline the pass.
Customers with blind/visual impairment or mobility issues.
Daily transporting students from home to school and school to home. Taking students to other school districts and back.
Goodall Witcher Healthcare offers transportation to established patients, who live in Bosque County, have an appointment at Goodall Witcher, and desire the service.
I don't think everyone is aware of Blue Transit and how to get the service. There is no public transportation or cab service here. Elderly and/or disabled persons without a car have to either walk or utilize Blue Transit. Sometimes Blue Transit is not available depending on use and scheduling.
In education the guidelines and limitations sometimes impact families, including families that live with the board determined non-eligible zones near each campus.
Individuals often don't have transportation to receive non-emergent medical care.
Limited access to transportation from outside the county (need to plan ahead, but also limitation in availability). Rural transit is primary limitation.
Many of my client's do not have any transportation available at all and rely solely on Blue Transit or obtaining rides from random people such as neighbors.
Most medical trips are to Waco and that is where we've seen the most need.
Most of clients that need transportation that have physical limitations don't have access on weekends. Parents don't have transportation to schools or work.
Our clients that have a lack of transportation often need help getting to probation or work.
Our elderly clients prefer to go directly to their locations. Not being on a bus all day.
Our rural hospital / clinic patients often with transportation to medical appointments . They also have difficulty finding transportation to see loved ones who may have been transferred to a larger facility. The transportation disparities within the rural communities are drastic compared to larger areas.
Parents have a hard time with transporting their kids to necessary things.
Quite a few of our tenants need rides to doctor appointments in Waco and to the pharmacy in Mexia. I personally go pick up medication for a few tenants when I pick up mine because they do not have a ride.
Same-day reservations are limited to our vehicle and operator availability.
The only mode of transportation offered in City of Golinda or the rural area surrounding it is the Blue Bus. Their operating schedule does not always allow them to offer services in our area.
There will always be a greater need that what is available. Even before cuts I would hear clients complain that buses were not available to get them to where they needed to go.
Transportation needs in general.



Challenges cited as “often”
We are a rural, public school. Because of our rural nature, our students, typically, require door to door transportation. It is not feasible for us to have bus stops, especially in the morning and late evening, because of decreased visibility. Given the economic status of many of our students and families, public school transportation is the only method of transport to and from school activities.
We have a lot of individuals that will call about having to reschedule court dates or other personal appointments due to no transportation.
We have clients that have expressed issues with transportation availability for people with disabilities in the evening hours, point-to-point pickup/drop off windows leaving those with disabilities waiting or arriving too early for appointments (often without a safe place to wait), and lack of options for those living outside of the main Waco area.
We hear this more often the closer we get to election timeframes.
We regularly offer bus passes and gas cards to individuals specifically for dr appointments, job interviews and for their first 2 weeks of a new job.
We see the individuals who need the most assistance.

Question 11. Are there specific geographic areas you serve where transportation is particularly problematic for your clients? If so, where and why?

Exhibit D.9 Geographic areas with transportation challenges

Geographic areas
76705 and 76640 zip codes [76705 – north/east of Waco, including Gholson, Lacy Lakeview, and Hallsburg; 76640 – north of Waco, including Elm Mott]
All of Freestone County.
Clifton to Waco for medical appointments
Counties outside McLennan. Rural Transit.
East Waco is a food desert. It is not easy to get to stores. No walkable pathways. Also, bus stops not covered. Terrible with heat and inclement weather.
Eastern half of Hill County. [Malone, Hubbard, Mt. Calm, Penelope]
For those without transportation, they do not go outside of the town of Hubbard.
Freestone County has several small towns, but most of the population is spread out. This is has become a very large issue with our aging patients.
Groesbeck has limited services for transportation.
Hill County - There is no taxi or bus services. Uber is very limited.
It’s a rural area.
Most of the individuals that we talk to about transportation are elderly, or living in housing authorities within city limits of the cities in our county.
Our rural area can be problematic by the address being hard to find.
Out in the middle of nowhere.
Parents going out of their county for parent-child visitation. Transportation in county for drug testing.
Regional clients are low- and fixed-income who have lack of funds to pay for public transportation.



Geographic areas
Road construction has definitely impacted operations; highly mobile students in the Bellmead area are also difficult to assist.
Rural six-county area.
Rural areas in general. These are residents who may have disability, are elderly, and or do not have transportation due to lack of financial status.
Rural communities.
Rural counties.
Rural.
Satin, TX, Chilton, TX (Cego Road) [Falls County]
Several residential areas are not walkable to commercial zones or healthcare facilities.
Some of our student need transportation from Mexia, or wherever they live, to Corsicana [Navarro County] for classes that are not available at our location.
The entire city due to lack of available transportation providers. Most of our residents go into McLennan County for their needs and the Blue Bus will drop them off one time. Then they have to arrange transportation with Waco Metro for more than one stop and to arrange a trip back to home in Falls County.
The majority of our county is rural, therefore is problematic for anyone with no mode of transportation of their own.
The smaller, more rural counties do not have dedicated public transportation readily available. The transportation that is available takes hours to get to our facility.
This entire county is very rural. All areas can easily be considered problematic.
Transportation availability getting into McLennan county from counties outside of county M-F for work needs.
We do have families with school-aged children that do not have reliable transportation, or they have only one vehicle and share it with a working spouse.

Question 12. Are there times of day when your clients need to travel but service is not available? When and where?

In the responses shown below, late afternoon/evening was the most requested time of day (seven responses), followed by earlier morning service (four responses) and weekend service (two responses). Other issues pertained to rural service only being provided on certain days of the week, with this information not widely known or publicized.

Exhibit D.10 Temporal challenges

Time periods
Afternoons – shopping.
All hours of the day when they need to go to store or food pantry.
All times of the day and to anywhere. Grocery store, social security office, food stamp office, doctor's appointments.
Between 6 p.m. and 8 p.m. during the weekdays as well as day services on the weekends.
Day hours to doctors and shopping.



Time periods
Earlier in the day for doctor appointment.
Early morning, evening.
Evening.
For clinic visits, it is Monday - Friday. Hospital and ER is 24-hour issues.
I have no knowledge of this type of information. I'm sure there are plenty of people that don't have a vehicle that could use a ride at any given time of the day or night, but are restricted to the hours of operation of the entities that provide such services.
In the rural areas outside of Waco and throughout the adjacent counties in our catchment area clients have to make early morning appointments or get nothing at all.
Not always available for runs to certain place every day of the week.
On a recent in-house transportation utilization survey, clients reported that they would benefit from more routes to different locations but did not specify when those would best be offered or where to.
Through the transport companies with whom insurance contracts with, will not schedule a trip within 72 hours. When a patient needs medical attention the following day and it's unsafe for the patient to wait 72 hours, the patient is unable to book transportation. To prevent a delay in treatment, the patient is then forced to call for an ambulance to for transportation to the ER, even though it's a non-emergent event.
Throughout the day to Waco or Mexia.
To and from school.
We offer events and services on Baylor's campus in the evening and our events will often end after the closing of public transportation's hours.
We've been told some of the rural transit from outside counties is available on specific days only, and limited in times that appointments can be set (not too early/too late in the day). Sometimes this delays the ability to get someone scheduled/in for certain appointments.
We've been told that rural transportation services are typically difficult to impossible to access.
Weekend and evening.

Question 13. Do you have clients for which a transportation service is available to meet their needs, but they are not eligible to use it? If so, please describe.

Most of the responses to this question addressed challenges to transportation that did not pertain to eligibility but instead spoke to such issues as availability of service (capacity) or inability to afford the fare. Two comments more specific to eligibility were:

- We have people eligible for the HOP transit but can't take the ride because of medical equipment or needing a medical transfer. [Note: The HOP operates outside of the six-county region.]
- The insurance plan may stipulate a maximum number of trips per year. One trip is considered one way. A doctor's office appointment or a visit to the specialist's office is actually considered two trips.



Question 14. What transportation needs are the most significant problems for your clients?

Several issues recur throughout the comments provided in this survey. Key issues cited under Question 14 reflect this, with the most significant problems including:

- Inconsistent transit service schedules.
- Lack of transit service availability in rural areas (due to insufficient capacity) (both local and out-of-county trips).
- Lack of knowledge about how to use transit.
- Wait times or extended times onboard the bus.

Exhibit D.11 Most significant transportation problems

Most significant problems
A service schedule that is consistent. A service provider that does not require multiple changes of transportation
City bus takes too long to get across town. Uncovered bus stops in the heat.
Dependability, more availabilities for rides.
Finding a ride.
Finding accessible transportation for non-medical transportation needs.
Frequency.
Getting to and from their classes from wherever they live, both inside Mexia and around the service area.
Getting to medical appointments and the grocery store.
Lack of knowledge in the programs available to them for transportation.
Many need transportation and they are dependent on neighbors. We give the bus number for assistance.
Medical/doctor appointments.
Missed appointment. Doctors too far.
Most significant transportation needs are those to doctor's appointments and specialist's appointments both locally or out of town.
On a recent in-house transportation utilization survey, only 29.6% of survey participants reported using public transportation. Out of those, 100% only reported using Waco Transit. Of those that do not use public transportation, the majority reported it was because either they are not familiar with the routes, or they have their own car. When asked what would help them to use transportation more often, they responded: 1. Clearer information about routes 2. More routes to different destinations 3. Longer operating hours 4. Lower fares or discounted passes 5. Safer waiting areas
Our greatest need is the ability to hire more drivers to ease the overall load on our drivers.
Parents going out of their county for parent child visitation. Transportation in county for drug testing.
Regular transportation to jobs and healthcare.
Rural transit (and availability).
Same-day reservations.
Schedule due to transport only allows if budget allows.



Most significant problems
The days transportation is available for Bosque County Clients has not been communicated with the seniors or our office. Suggest you communicate the schedules for Bosque County or changes as they accrue for Bosque county. We can keep the seniors aware if we have the information.
To and from medical appointments. Grocery shopping.
To and from school.
To doctor appointments and to the pharmacy.
Transportation to appointments out of town, such as to the Temple VA.
Trips to and from the doctor's office in Bosque Cuntly and McLennan County.
Unable to get to doctor appointments out of county.
Wait times associated with point-to-point services have been the biggest concern for our disabled clients.
We assist seniors and people with disabilities by delivering groceries to them.
Work and probation.
Work transport and transportation to medical appointments outside of coverage area.

Question 15. To what extent do the following barriers prevent your organization’s clients from accessing available public transit and human services transportation options?

Lack of knowledge was the overwhelming barrier for many stakeholder organizations’ clients, with 23.1 percent reporting it being a barrier for most of them.

Exhibit D.12 Barriers to transportation access

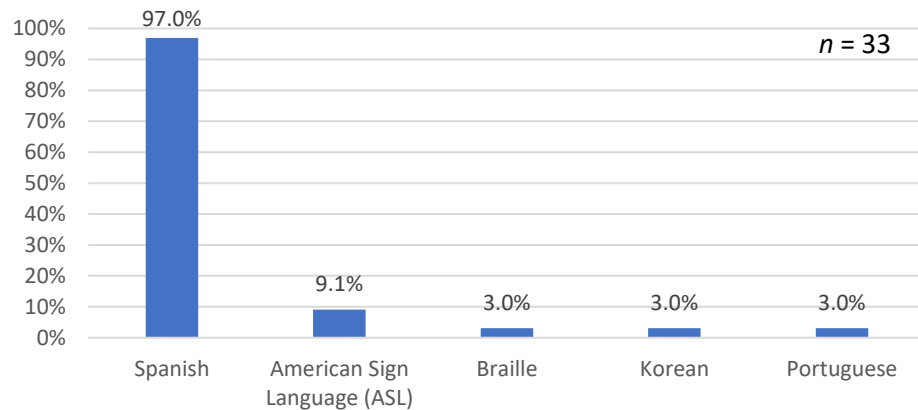
Barrier	Not applicable	A few	Some	Most	All
Safety concerns (such as fear of waiting at a bus stop or riding with other people)	68.4%	15.8%	14.5%	1.3%	0.0%
Language barriers (resulting in inability to arrange trips or get transit information)	51.3%	27.6%	18.4%	1.3%	1.3%
Literacy (inability to read or understand information about transportation services)	52.6%	28.9%	14.5%	3.9%	0.0%
Lack of knowledge about what transportation services are available or how to use them	35.9%	16.7%	19.2%	23.1%	5.1%



Question 16. If language is a barrier impacting use of public transportation, which language(s)?

Spanish was the only language cited for those indicating a language barrier impacts the use of public transportation. American Sign Language (ASL) was noted by three respondents and Braille, Korean, and Portuguese by one each.

Exhibit D.13 Language barriers to transportation



Question 17. What other barriers prevent your organization’s clients from using currently available transportation services?

As with Question 14, the most common issues included lack of information and availability of service (capacity). Other barriers of note include time spent onboard the bus, PTSD or anxiety concerns associated with riding the buses (veterans), and the unreliability of insurance transportation.

Exhibit D.14 Other barriers to transportation

Other barriers
Clearer information about routes and more routes to different locations. One person suggested routes run every 30 minutes instead of every hour for Waco Transit. Another reported that people are gross indicating the bus is not clean.
Confusion of how to transfer from bus to bus.
Days that we don't travel to the city needed.
Fear of getting sick.
Funds.
Getting put on the schedule for a ride, as rides are limited.
It is mainly lack of knowledge. We try to make sure we provide information on Rural Transit to those who could really benefit from it.
Knowledge and cost.
Knowledge of system.
Lack of knowledge about the transportation. Wait lists.
Lack of knowledge of programs available to them for use.
Lack of knowledge of the transit availability.
No services in our area.
No transportation exists.



Other barriers
Not aware of transportation in this this area. were told not available.
Not knowing about transportation services.
O&M issues.
Our clients prefer direct transportation to a specific location. Not being on the bus all day.
Rural addresses, hours of operation (early morning and later evening).
Scheduling.
Some Veterans with anxiety and PTSD report challenges with riding city buses, and hence avoid them/avoid the crowds around buses and bus stop.
The transportation company is not reliable. Many clients have stopped using transportation through their insurance due to the transport not arriving to pick them up for the appointment.
They feel it is charity and they are too proud to take advantage.
Transfers into district.
Wheelchair use.

Question 18. Is there anything else you would like us to know about your organization, the services you provide, or the populations you serve that is relevant to this Coordination Plan update?

Respondents were given an opportunity to provide any additional information they felt would be relevant to the process. Much of the input echoed that communicated earlier in the survey.

Exhibit D.15 Additional relevant information

Additional information
City of Golinda is divided by Falls County and McLennan County so many times our residents are made to believe they can utilize services but then are told they are not in the correct county to make use of transportation services. It is not a secure feeling for them to have to transfer from provider to provider because of their county location.
For Waco ISD, we attempt to accommodate all needs in house (except for within our non-eligible zones), but we are interested in other options for coordination. Additional funding is our biggest barrier to providing a more robust service.
Goodall Witcher Healthcare services residents of Bosque County and surrounding areas. Care team members are paying attention to the needs of the rural health community and are working with other entities to address them. Goodall Witcher refers residents, when in need, to the Texas Ramp Project, Meals on Wheels, SAILs, THHS, Transportation, Personal Care Attendants in the home, Medical Equipment, Food Pantry Deliveries (for those who don't have transportation), and more....
I do not know of any public transportation plans here for City of Walnut Springs. This office takes water payments and I haven't heard anyone asking about public transportation, but I think it could be of benefit.
In visiting with clients with mental illness, most report not using public transportation due to concerns with anxiety.
Malone is population 231. The City owns the water/sewer utility. The do not speak with all of the residents to know their issues.



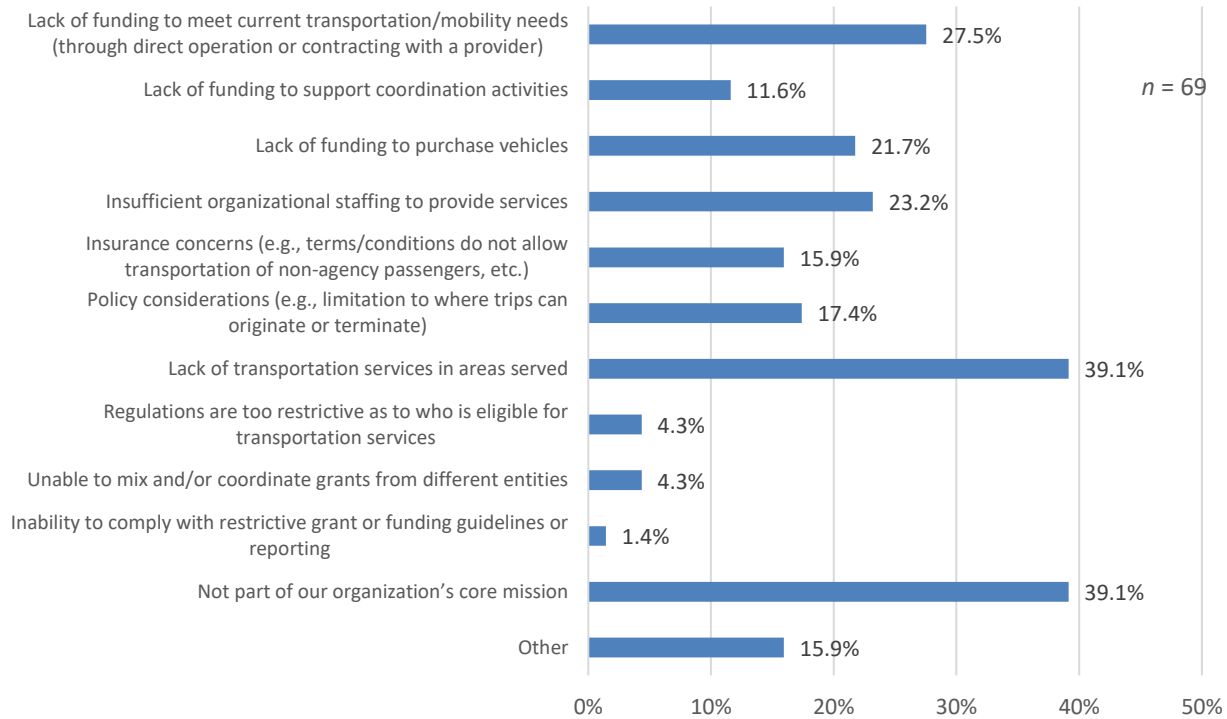
Additional information
Our clients have repeatedly reported that transportation services are not available through the HOTRTD program.
Registered voters in Hill County sits at 27,333. Cell phone data in the county after 9 p.m. shows closer to 45,000 in the county over all.
Sometimes cost prohibits parents from using the service.
There have been a few times in the past few years when a Veteran was stuck at the VA late in the afternoon, and we were able to call Rural Transit and they were able to accommodate getting the Veteran back to their rural home. Each time a last minute ride was provided/available – it was cheered by staff here and it was so welcomed.
We are a hospital with three satellite clinics. We serve infants to the very elderly.
We have one gentleman that rides transit to come eat with us almost every day. However, I had a phone call a few weeks ago, that someone else wanted to use the transit to also come eat, and was told that they could not do that. I am not sure of the reason, but if I remember correctly it is because they were not doing additional appointments, only standing appointments at that time. I am not sure how accurate that is, but that was what I was told. Just can't remember by whom.
We provide several services to include bus, paratransit, rural, micro dash, a commuter route & evening link.
We provide transportation to and from school for our students who need.
We serve all disabilities all ages.
We serve meals to the over 60 and those with disabilities
We tend to have a lot of individuals who are not able to drive or have no means of transportation that call to reschedule court dates. We always tell them about the Rural Transit and the Blue Bus since it is available for our county. Most are either in low-income areas or are elderly with no help.



Question 19. What are the most significant challenges your organization faces with respect to providing and/or coordinating transportation services? (Select all that apply.)

The most frequently-cited responses (each cited by 39.1 percent of respondents) were “not part of our organization’s core mission” and “lack of transportation service in areas served.” The next most frequently-cited response indicated a lack of funding to meet current transportation needs (27.5 percent), followed by insufficient organizational staffing (23.2 percent) and lack of funding to purchase vehicles (21.7 percent).

Exhibit D.16 Most significant transportation and coordination challenges for the organization



“Other” responses included:

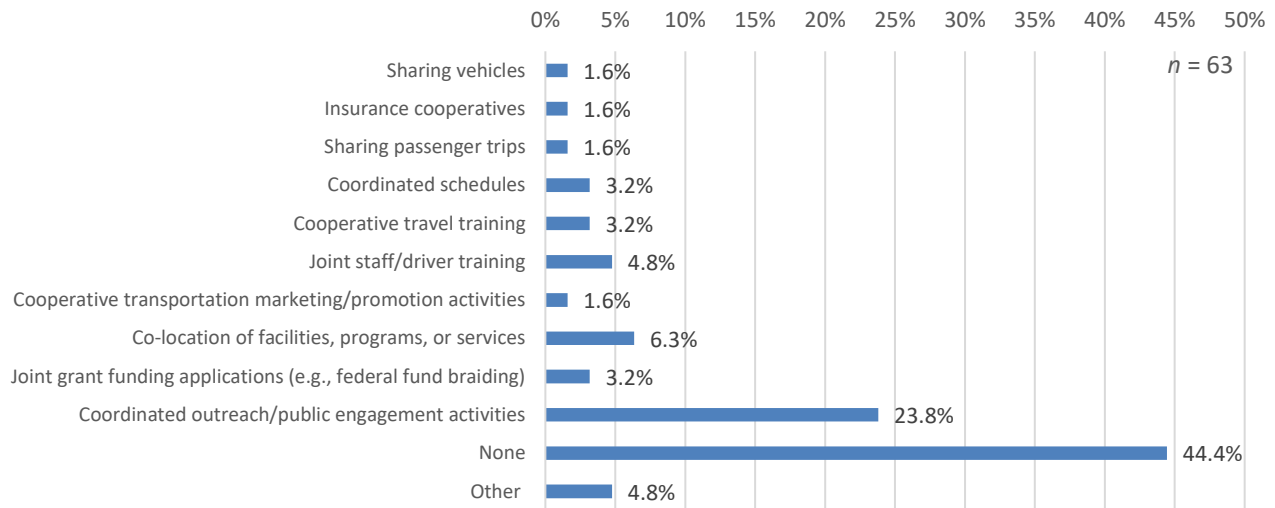
- As a governmental organization we cannot provide transportation or funding for it in any capacity.
- Restrictions on our staff to provide or coordinate private transportation for clients.
- Small, rural area.
- Some Veterans qualify for travel reimbursement, many don't. And then bus passes that Social Workers may be able to offer are not budgeted line items, but come in via donations only, so they are limited.



Question 20. What types of coordinated services might your organization be interested in learning more about and/or participating in?

A significant number of stakeholders expressed no interest in learning about or participating in coordinated services. Coordinated outreach/public engagement was the most frequently cited strategy, which could include joint marketing or even simply sharing another organization’s information during outreach activities.

Exhibit D.17 Interest in coordinated services



Question 21. Does your organization currently receive any funding for transportation programs or services (or programs supporting client transportation)? If so, describe.

Only a few stakeholders reported receiving any kind of funding for transportation.

Exhibit D.18 Transportation funding

Comment
All funds currently go to our general funds and allocated for expenses in our yearly budget.
DOT yearly transportation reports
From TEA.
Mileage reimbursement for staff and advocates transporting children.
Not specifically. The county commissioners court does approve bi-annual funding of \$1,500 to purchase bus passes for the program.
Rural Transit and Blue Bus with HOTCOG.
State funding.
State transportation funding allotment.
Transportation is capitalized in our budget.
Yes – we receive funding for transporting students with special needs.
Yes, we receive mileage reimbursement from the state.
No. We used to have a van to take tenants to appointments, but we could not afford to keep it.
No. Any money for bus passes we can give to our Veterans comes through donated funds only.



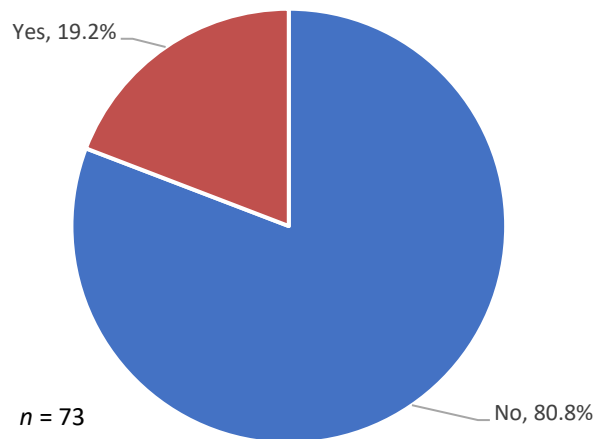
Question 22. Are there any other issues, concerns, or information you believe to be relevant to this issue?

Exhibit D.19 Other issues or concerns

Comment
I am concerned about insurance costs for transporting tenants.
I believe the county as a whole does not have the funds to create their own transit because of the population of our county. That is why Rural Transit and Blue Bus is extremely beneficial for the citizens of our county!
If public transportation could be more like Uber or taxi services. Directly where they need to go and back home. Elderly tire easily – not willing to be on a bus all day.
List of current transportation providers that will take Medicare.
More accessibility to scheduling and drop off, pick up locations.
Our staff and advocates do not feel safe transporting parents.
Sometimes staffing. Right now we are adequately staffed.
Waco-McLennan County has not historically been a public transportation system community. In the scheme of things, it is new to the culture and appears to be taking time (generations) to adapt to this mode of transportation. The layout of the city and services is not conducive to the transportation routes and makes navigating the stops and time spent on the bus difficult for users. Whereas other larger cities, like San Antonio have a robust public transportation system that families have been using for generations now. Waco has to catch up!

Question 24. Does your organization directly operate, contract for, or subsidize any kind of transportation program or services?

Exhibit D.20 Operation of, contracting for, or subsidization of transportation





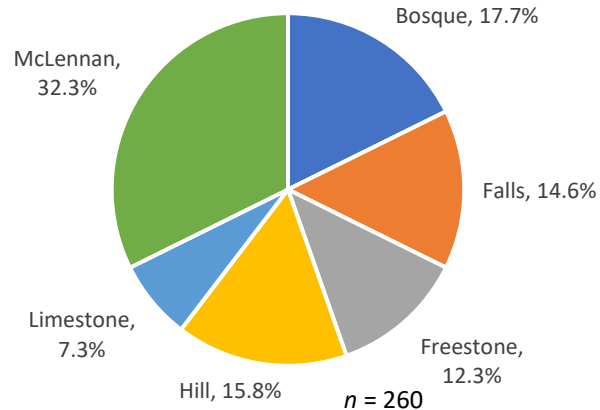
Appendix E | Community Survey

The following analysis examines each survey question and includes data cross-tabulations where appropriate.

Question 1. What county do you live in?

All six counties were well represented in the community survey. While McLennan County was underrepresented based solely on population size (in 2020, McLennan County represented 70 percent of the region's population), it was important to receive sufficient input from the rural counties.

Exhibit E.1 Home county





Question 2. What city, town, or community do you live in?

Waco was the single community with the most representation (41 responses), followed by Hillsboro (16), Rosebud (13), and Fairfield and Meridian (10 responses each).

Exhibit E.2 Home community

City, town, or community	Frequency	City, town, or community	Frequency
Bruceville	4	Lorena	9
Carls Corner	3	Malone	1
Chilton	2	Marlin	4
Clifton	5	Meridian	10
Cranfills Gap	1	Mexia	2
Crawford	2	Robinson	3
Eddy	2	Rosebud	13
Elm Mott	1	Rosenthal	2
Fairfield	10	Somervell	1
Freestone	1	Teague	5
Gholson	1	Valley Mills	7
Golinda	9	Waco	41
Groesbeck	7	Walnut Springs	9
Hallsburg	2	West	2
Hewitt	5	Westphalia	1
Hillsboro	16	Woodway	2
Hubbard	3	Wortham	3
Itasca	6		

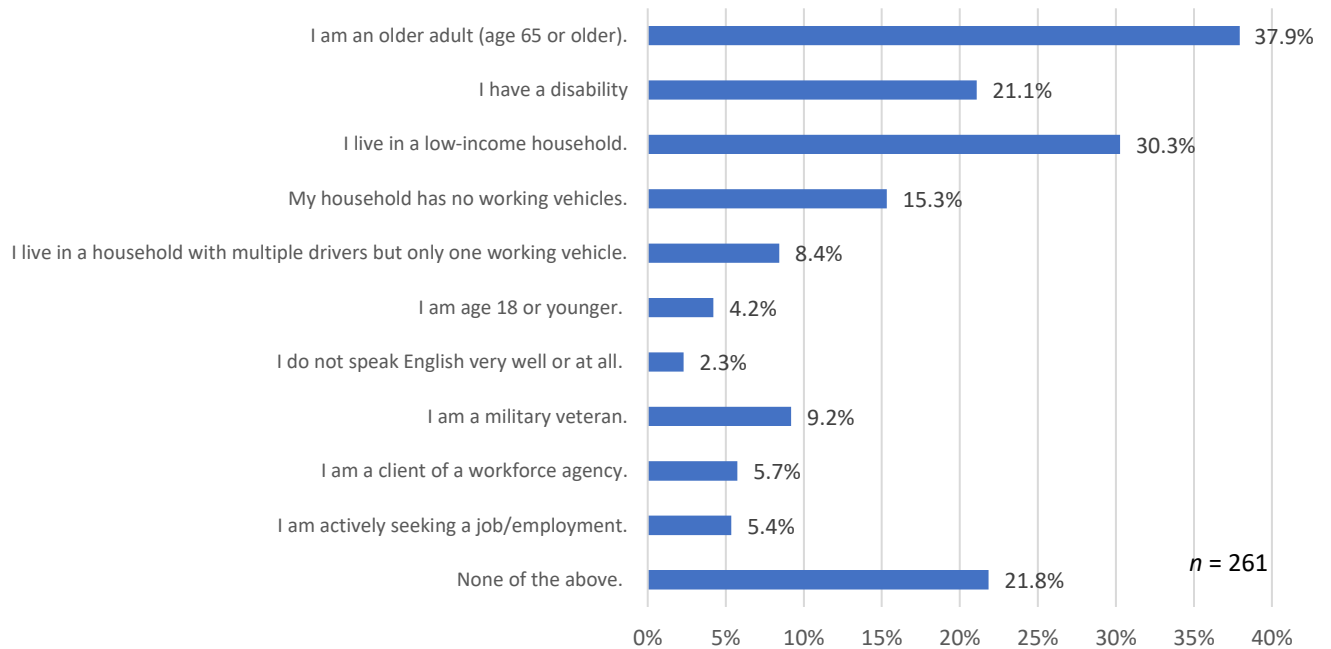


Question 3. Which of the following designations apply to you? (Check all that apply.)

Question 3 was designed to identify members of the populations specifically targeted under this Plan. Respondents were asked to self-identify in these categories. Older adults (age 65 or older) was the largest cohort, representing nearly 38 percent of respondents. Residents of low-income households was the next largest at 30.3 percent. Just over 21 percent indicated being disabled. Slightly more than 15 percent said their household had no working vehicles, while 8.4 percent said their household shared a single vehicle among multiple drivers. Just over nine percent cited being military veterans, while just 2.3 percent indicated having limited proficiency in English.

Approximately 22 percent of respondents did not indicate being part of any of the target populations.

Exhibit E.3 Distribution of target populations

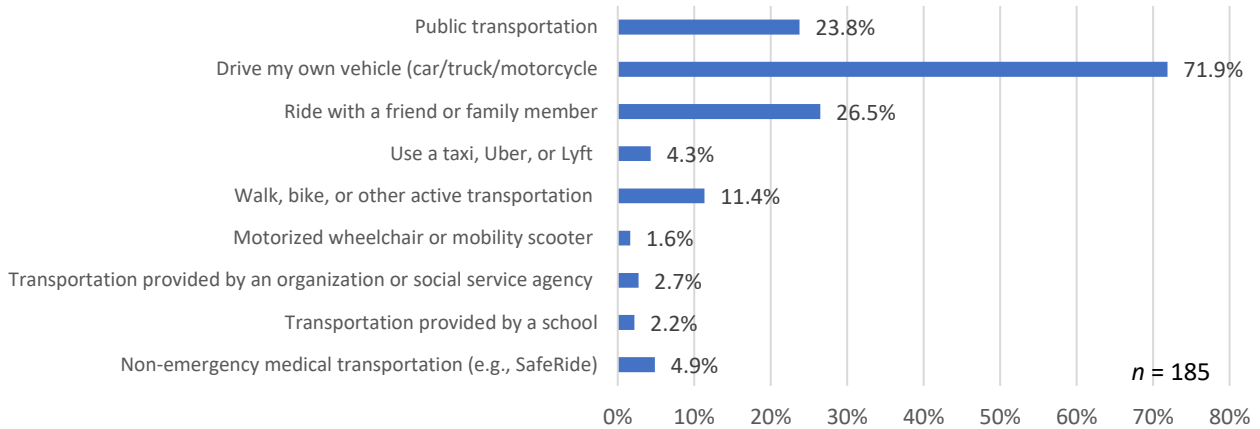




Question 4. What type(s) of transportation do you currently use? (Check all that apply.)

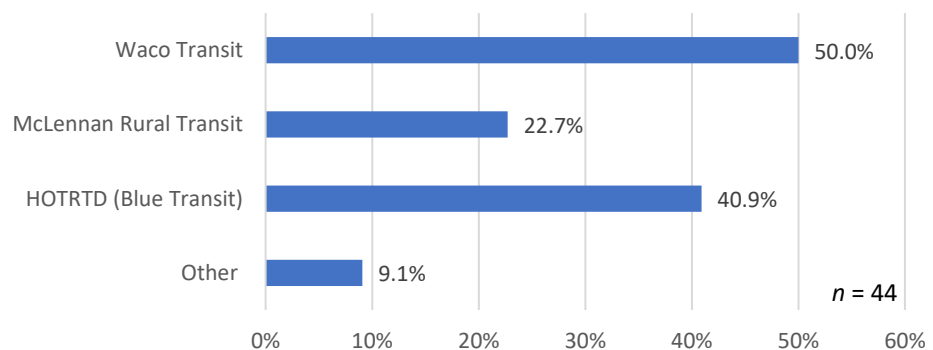
Nearly 72 percent of those responding to this question cited driving their own personal vehicle as a form of transportation. More than 26 percent said they ride with a friend or family member. Nearly 24 percent use public transportation, while 11.4 percent utilize active transportation such as biking or walking. Relatively few rely on private options (such as taxi, Uber, or Lyft).

Exhibit E.4 Transportation modes used



Among those who cited use of public transportation, half indicated use of Waco Transit. Approximately 23 percent use McLennan Rural Transit, while 40.9 percent use Blue Transit. “Other” responses included medical insurance transportation and Modivcare but no other public transportation providers.

Exhibit E.5 Public transportation used



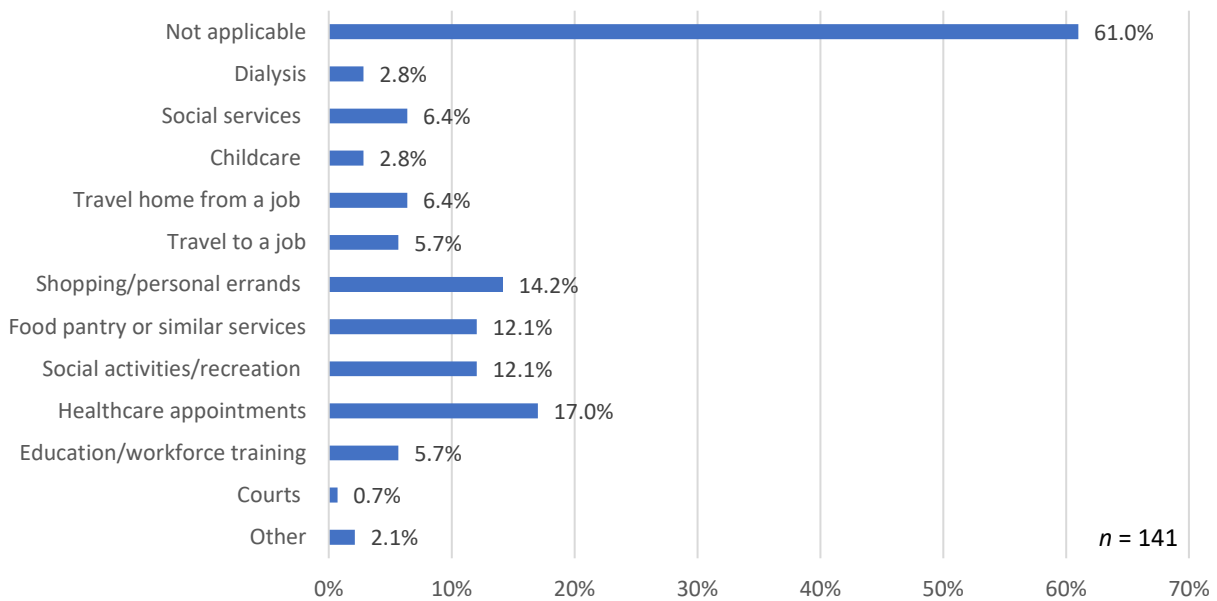
Most of those who cited use of transportation provided by an organization or social service agency cited Medicaid or insurance transportation (through Modivcare, SafeRide, United Healthcare) or Avid/Centex.



Question 5. Are you unable to access any of the following destinations or services due to lack of transportation? (Check all that apply.)

Sixty-one percent of the 141 respondents to this question indicated they did not have any trouble accessing the listed services due to a lack of transportation. Healthcare appointments was the most frequently-cited destination (17 percent), followed by shopping or personal errands (14.2 percent). Specific issues cited under “Other” that were not represented elsewhere included having a single vehicle for two working parents, needing to access out-of-town appointments, and not needing transportation now but getting to a point where they might need help.

Exhibit E.6 Difficulty accessing locations due to lack of transportation

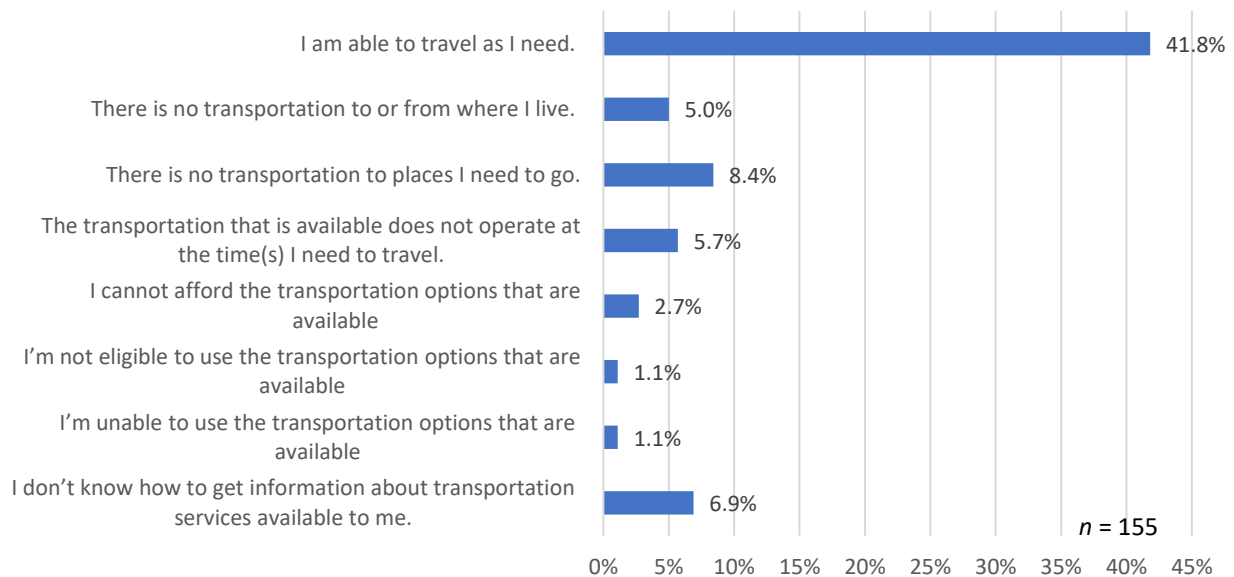




Question 6. Which of the following transportation challenges do you typically experience? (Check all that apply.)

Nearly 42 percent of the 155 respondents to this question indicated not having any transportation challenges. The most frequently-cited challenge (8.4 percent) was that transportation was not available to the places respondents needed to go. Others said there was no transportation where they live (5.0 percent) or did not operate when they needed to travel (5.7 percent). Nearly seven percent said they didn't know how to get transportation information.

Exhibit E.7 Transportation challenges



Among those who said they could not afford the transportation options available, one specified Lyft or Uber and the other said they couldn't afford any transportation.

Those who said they weren't eligible to use the transportation options available did not provide valid reasons for ineligibility (citing possession of a vehicle and living in a rural area).

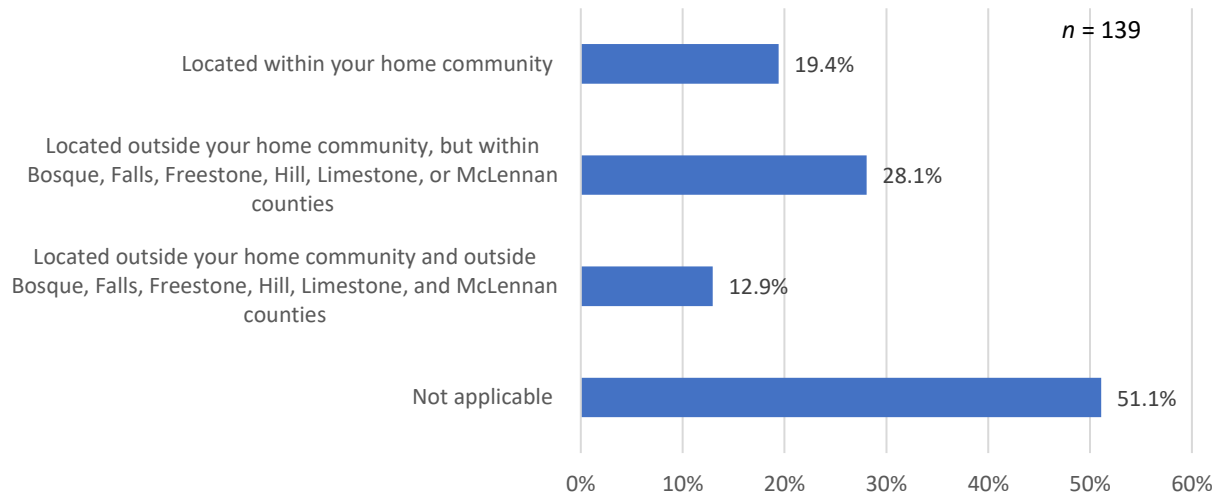
Among those who indicated they were unable to use the transportation options available, one respondent said they had to quit attending therapy because they weren't picked up. Another commented that there is not enough funding and that more vans are needed, suggesting a lack of availability.



Question 7. Are the trips you have trouble making...? (Check all that apply.)

More than half (51.1 percent) of the 139 respondents to this question indicated not having trouble making trips. The most frequently-cited challenge was trips located outside the individual’s home community but within the six-county region (28.1 percent). Nearly 20 percent have trouble traveling within their home community, and nearly 13 percent cited difficulty traveling outside of the six-county area.

Exhibit E.8 Location of transportation challenges



Question 8. If you have trouble making trips to locations outside your home community but within Bosque, Falls, Freestone, Hill, Limestone, or McLennan counties, where do you need to travel?

Of the 39 respondents who cited needing to travel outside their home community but within the six-county area, McLennan County (primarily Waco) was the most frequent need (35.9 percent). Nearly 13 percent cited Limestone County (particularly Mexia), while five percent indicated Hill County. (An additional 20.5 percent indicated locations outside of the six-county area, including Dallas, Fort Worth, Temple, and Tyler.)

Among the same 39 respondents, 69.2 percent indicated healthcare as the reason for needing to travel to these locations, while 30.8 percent cited shopping.



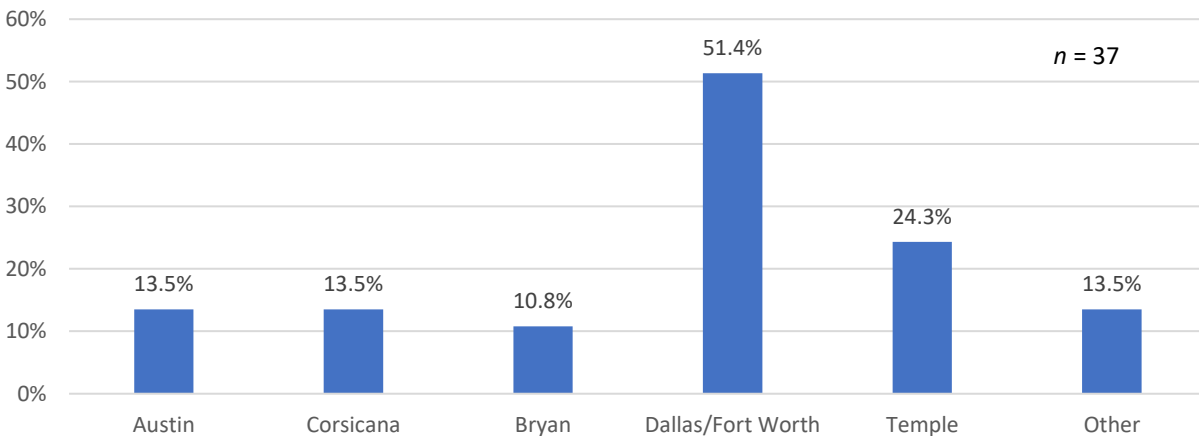
Exhibit E.9 Reason for travel within six-county area

Reason for travel	Frequency
Attorney	2
Child care	1
Education/school	3
Employment	6
Groceries	4
Healthcare/medical	27
Personal errands	2
Pharmacy	2
Post Office	1
Recreation	1
Shopping	12
Social/recreation	2
Veterans services	4

Question 9. If you have trouble making trips to locations outside your home community but within Bosque, Falls, Freestone, Hill, Limestone, or McLennan counties, where do you need to travel?

While only 18 respondents indicated having trouble making trips outside of the six-county area in Question 7, 37 respondents completed this question. The Dallas/Fort Worth metroplex was the most frequently cited location (more than half of the 37 respondents), followed by Temple (24.3 percent).

Exhibit E.10 Travel outside of six-county area



“Other” responses included Galveston and Houston. (Out-of-area responses previously cited under Question 8 included Anderson, Burleson, Temple, and Tyler.)



Among these respondents, healthcare was the most frequently cited reason for needing to travel to these locations.

Exhibit E.11 Reason for travel outside of six-county area

Reason for travel	Frequency
Airport	1
Employment	2
Healthcare/medical/doctors	20
Personal errands	1
Shopping	2
Social Security	1
Vacation	1
Veteran services	1
Visit family/friends	4

Question 10. What other trips do you have trouble making? Be specific (i.e., where, what time, etc.)

Healthcare-related travel was frequently cited, specifically to Hill Regional, Tyler, and Limestone county. Weekend trips and trips later in the day on weekdays were also noted.

Exhibit E.12 Other transportation challenges

Other Transportation Challenges
We also need transportation Sundays and evenings
Car issues
Church
Doctor appointments
General appointments
Getting groceries and bloodwork done
Getting kids from school
Hill Regional. I'd like to go see my doctor. Doctor Earhart. Once every 6 months for a routine checkup. If I have problems with my diabetes. Like neuropathy.
I have trouble going anywhere.
Jobs due to car not being reliable.
Kids having a bus to ride to and from school.
Last-minute medical appts. Difficult to get to at last minute.
Medical trips to Waco
Saturday trips to/from Waco, and weekday afternoon trips to/from Waco
Shoe store, clothes, fun things, movies-Clifton
Trips in Limestone-lots of medical appointments
Would like to travel to Tyler for healthcare



Question 11. What change(s) could enable you to make these trips?

While several respondents included general statements about their individual challenges, some of the more specific changes included being able to schedule rides on demand, flexible transportation to accommodate doctors’ appointments, having greater capacity on public transportation (e.g., more vehicles), more service from the rural counties to Waco, and weekend and evening service.

Exhibit E.13 Changes that would enable travel

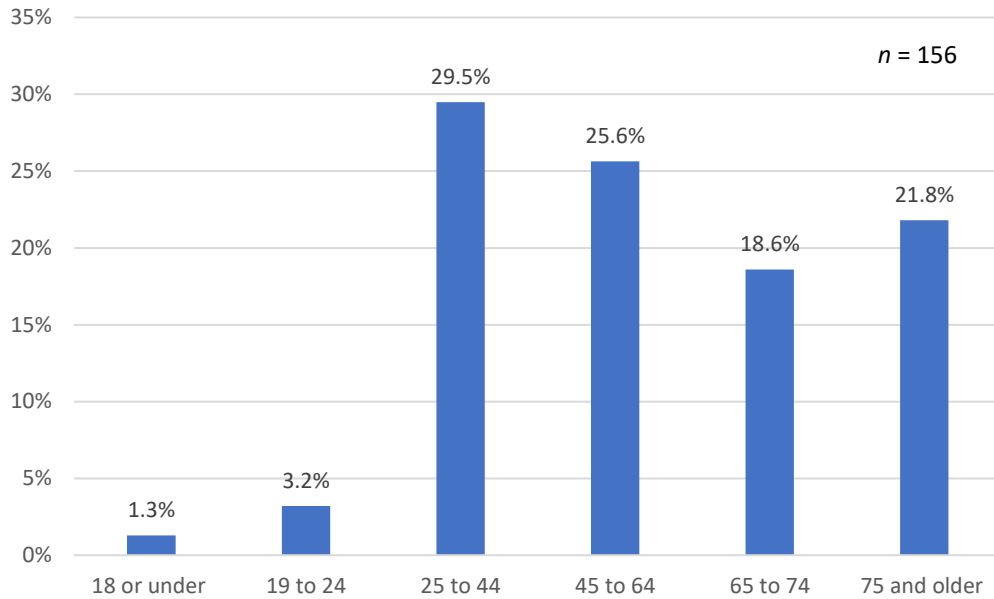
Changes that would enable travel
A better vehicle.
A working car.
Being able to schedule rides on-demand.
Bus passes
Bus service and car pool must be child-friendly.
Doctor appointments times are not always flexible and beyond my control. So, transportation needs do need to be flexible.
For Blue Transit to receive funding for more vans, and to be funded for them to be serviced.
Gas cards
Have more transportation vehicles.
Having a ride.
I am on disability and 62 years old. We like to see about transit ride for disabled.
I don't know. I depend on my friends and if they want to do these things.
I may use the Blue Transit bus in the near future.
I would like to be able to keep a steady job and make sure I get to where I need to get to.
Large veterans’ community in Fairfield TX.
More availability from Groesbeck to Waco and Temple.
More available transportation.
My daughter is moving so I will need transportation soon.
My sister takes me places when she can.
Need transit from Groesbeck to Waco.
To be able to make trips and not miss appointments.
Have public transportation available in Golinda.
Rural Public Transit extending its hours/days of operation to Saturday mornings/afternoons, and weekday afternoons, for trips to/from Waco, and outside Limestone County generally.
Sunday service
Someone to drive us.
Trains
More transportation options.
Uber



Question 12. Which of the following group includes your age?

The majority of respondents were age 25 or older. The reason for the high incidence of persons age 65 and older (40.4 percent) was because seniors are one of the target populations for this Plan and several pop-up events were held at senior congregate meals or activities.

Exhibit E.14 Age

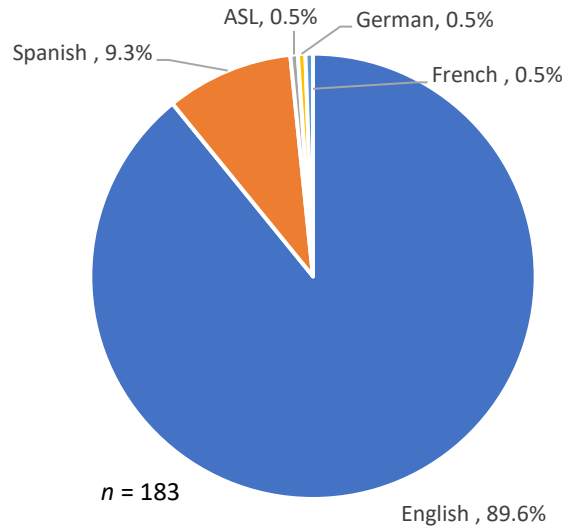




Question 13. Please indicate which languages are spoken in your home. (Check all that apply.)

Not surprisingly, Spanish is the most predominant non-English language spoken among respondents. American Sign Language, German, and French were each cited by one respondent.

Exhibit E.15 Language spoken at home





Appendix F | Transportation Provider Survey



HEART OF TEXAS
COUNCIL OF GOVERNMENTS

**Regional Public Transportation Coordination Plan Update
For the Heart of Texas Region (TxDOT Planning Region 11)
Transportation Provider Survey**

This survey should take approximately 45 minutes to complete. It is formatted as a form-fillable .pdf document, so you may complete it electronically. If you have information available in an alternative format that is similar to the information solicited in the questions, you may provide it in lieu of completing the corresponding question. If you are unable to answer any of the questions, please work with others in your organization who can provide the additional information.

Thank you in advance for your time. If you have any questions, please contact Kathy Chambers at 888.743.5977 or kathy@moore-associates.net. Email your completed survey to Stephanie Roberts at stephanie@moore-associates.net by **September 26, 2025**. If you choose to address some of the questions by providing additional documentation, please include those documents in your email.

Section I: Organization and Contact Information

1. Identification of organization:

a. Organization name:					
b. Address:					
c. City:		State:		Zip:	
d. Telephone:		Fax:			
e. Name of individual responding to survey:					
f. Email of respondent contact:					
g. Title of respondent contact:					
h. Agency website:					

2. Please check the box that best describes your organization. (Check only one.)

- | | |
|------------------------------------------------------------|----------------------------------------------------------------|
| <input type="checkbox"/> Publicly sponsored transit agency | <input type="checkbox"/> Public non-profit |
| <input type="checkbox"/> Human service agency – public | <input type="checkbox"/> NEMT provider |
| <input type="checkbox"/> Human service agency – non-profit | <input type="checkbox"/> Independent living center |
| <input type="checkbox"/> Medical center/health clinic | <input type="checkbox"/> Wheelchair/stretcher service |
| <input type="checkbox"/> Nursing home | <input type="checkbox"/> Public housing |
| <input type="checkbox"/> Adult day care | <input type="checkbox"/> Transitional housing |
| <input type="checkbox"/> Municipal office on aging | <input type="checkbox"/> Workforce development |
| <input type="checkbox"/> Non-profit senior center | <input type="checkbox"/> Local government office |
| <input type="checkbox"/> Faith-based organization | <input type="checkbox"/> Other (specify): <input type="text"/> |
| <input type="checkbox"/> Private non-profit | |

3. Under what legal authority does your organization operate?

- | | |
|-------------------------------------------------------------------------------|----------------------------------------------------------------|
| <input type="checkbox"/> Local government department or unit (city or county) | <input type="checkbox"/> Transportation authority |
| <input type="checkbox"/> Private non-profit organization | <input type="checkbox"/> Private, for-profit |
| | <input type="checkbox"/> Other (specify): <input type="text"/> |



4. What are the major functions/services of your organization? (Check all that apply.)

- | | | |
|------------------------------------------|--------------------------------------------------|-----------------------------------------------|
| <input type="checkbox"/> Transportation | <input type="checkbox"/> Employment | <input type="checkbox"/> Information/referral |
| <input type="checkbox"/> Health care | <input type="checkbox"/> Rehabilitation services | <input type="checkbox"/> Recreation/social |
| <input type="checkbox"/> Social services | <input type="checkbox"/> Diagnosis/evaluation | <input type="checkbox"/> Homemaker/chores |
| <input type="checkbox"/> Nutrition | <input type="checkbox"/> Job placement | <input type="checkbox"/> Housing |
| <input type="checkbox"/> Counseling | <input type="checkbox"/> Residential facilities | <input type="checkbox"/> Veterans' services |
| <input type="checkbox"/> Day treatment | <input type="checkbox"/> Income assistance | <input type="checkbox"/> Other (specify): |
| <input type="checkbox"/> Job training | <input type="checkbox"/> Screening | <input type="text"/> |

5. What is the geographic service area for the organization?

Falls County: All or Parts:

Freestone County: All or Parts:

Hill County: All or Parts:

Limestone County: All or Parts:

McLennan County: All or Parts:

Specific municipalities (specify):

Other (specify):

Section II: Description of Transportation and Mobility Management Services

6. Which mode(s) of transportation service delivery best describes your transportation service(s)? (Check all that apply.)

- | | |
|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| <input type="checkbox"/> Fixed-route – bus | <input type="checkbox"/> Microtransit – on-demand/same-day, general public |
| <input type="checkbox"/> Fixed-route – rail | <input type="checkbox"/> Alternative services – on-demand for ADA paratransit customers |
| <input type="checkbox"/> Dial-a-ride – demand-response, advance reservation | <input type="checkbox"/> Vanpool |
| <input type="checkbox"/> Taxi vouchers/user-side subsidy programs | <input type="checkbox"/> Micromobility – bike- or scooter-sharing |
| <input type="checkbox"/> Volunteer driver program | <input type="checkbox"/> Intercity bus/rail |
| <input type="checkbox"/> ADA complementary paratransit | <input type="checkbox"/> Other (specify): <input type="text"/> |
| <input type="checkbox"/> Flex transit (route deviation or point deviation) | |

7. What statement(s) best describe(s) how these services are provided?

- We operate the service(s) with our own fleet and employee drivers.
- We contract out operations – a contractor operates our own fleet of vehicles.
Name of operations contractor(s):
- We contract out operations or purchase service from another provider – a contractor/provider operates their own fleet of vehicles.
Name of contractor(s)/provider(s):
- We use non-dedicated providers (e.g., taxis, Lyft, Uber, NEMT carriers) for the entire service.
Name of provider(s):
- We use non-dedicated providers (e.g., taxis, Lyft, Uber, NEMT carriers) for the some of the service (e.g., as overflow providers).
Name of provider(s):
- We use staff cars.
- We use volunteer drivers, driving their own cars.
- We use volunteer drivers, driving their agency vehicles.
- We distribute transit/paratransit passes to clients.



8. Do any other organizations purchase rides on your transportation service? (Check one.)

- Yes No

If yes, which organizations?

9. Does your organization provide any mobility management services for others in the community? (Check all that apply.)

- | | |
|--------------------------------------------------------------------------------------------------------|-----------------------------------------------|
| <input type="checkbox"/> No mobility management services provided | <input type="checkbox"/> Joint fare programs |
| <input type="checkbox"/> Driver training programs | <input type="checkbox"/> Funding agreements |
| <input type="checkbox"/> One-call/one-click service coordination | <input type="checkbox"/> Educational programs |
| <input type="checkbox"/> Services for individuals with disabilities or seniors (e.g., travel training) | <input type="checkbox"/> Other (specify): |

Section III: Transportation Service Policies

10. Does your organization impose eligibility limitations on those people who are provided transportation? (Check one.) Yes No

If yes, please define the rider eligibility requirements for your transportation programs. (Please describe how these might differ for different services or programs in the Notes.)

- General public
- County or municipal residents
- Seniors age _____ and above
- Individuals with disabilities (all)
- Individuals with intellectual or developmental disabilities
- Individuals with low income/Medicaid beneficiaries
- Individuals living in zero-car households
- Youths
- Residents with limited English proficiency
- Veterans
- Clients of workforce agencies
- Other (specify):

Notes:

11. Must individuals be pre-certified or pre-qualified to access your transit services? (Check one.)

- Yes No

If yes, what are the eligibility/qualification standards?

12. Does your organization impose trip purpose limitations or prioritization in scheduling/serving trips? (Check one.)

- Yes No

If yes, please define the trip eligibility requirements or prioritizations for your transportation programs. (Please describe how these limitations or prioritizations might differ for different services or programs in the Notes.)

- Non-emergency medical trips
- Work trips
- Day program (waiver transportation) trips
- Trips to our senior center/agency
- Other (specify):

Notes:



13. Use the **Supplemental Information document** accompanying this survey to indicate the daily hours and days of operation for your transportation services. You may also provide this in your own format as long as it includes all of the requested information.

14. Does your organization charge a fare or fee to the passenger for providing transportation services? (Check one.)

- Yes No

If yes, what is the fare structure? You may also provide this information as a separate document.

15. Does your organization provide any discounts for older adults, individuals with disabilities, or other categories? (Specify other categories: _____)

- Yes No

If yes, what is the discount?

16. Does your organization accept any donations from older adults or other passengers to offset the cost of providing transportation services? (Check one.)

- Yes No

If yes, what is the suggested donation amount?

17. How do clients/customers request your transportation services? (Check all that apply.)

- Phone call
- Internet reservation (specify software):
- Smart phone app (specify app):
- Arrangement by a third party (describe):
- Customers access the service at a designated bus stop or station (no request/reservation required)

18. What is your advance reservation policy? (Check one.)

- Same-day on-demand (for immediate fulfillment); no advance notice is required
- Same-day but _____ hours in advance
- 1 day before travel
- 24 hours before travel
- 2 days before travel
- 3 days before travel
- 4 days before travel
- 5 days before travel
- 1 week before travel
- Not applicable
- Other (specify):

19. How often do you have space available to accommodate last minute/late reservations? (Check one.)

- Never Rarely Sometimes Often Always

Explain:

20. If you have an advance reservation policy, will you accommodate same-day reservations if space is available? (Check one.)

- Yes Yes, but only for emergencies No

Explain:

21. Do you accept requests for subscription service (i.e., recurring, standing orders)? (Check one.)

- Yes No

If yes, please note any specific policies related to subscription requests (e.g., minimum number of days per week):



22. For demand-responsive services, define the level of driver assistance provided to your riders. (Check all that apply.)
- Curb-to-curb assistance (i.e., drivers will assist passengers in and out of vehicles only)
 - Door-to-door assistance (i.e., drivers will assist passengers to/from the entrance of their origin or destination)
 - Door-thru-door assistance (i.e., drivers will go into the origin or destination entrance with the passenger)
 - Personal care attendants or escorts are provided to those passengers who require such services
 - Passengers are permitted to travel with their own personal care attendants or escorts
 - Driver will help with a limited number of bags

Section IV: Vehicle Inventory and Utilization

23. Use the **Supplemental Information document** accompanying this survey to provide information regarding the vehicles used in the provision of transportation services provided directly by your agency or your contractor operating your vehicles.
24. Use the **Supplemental Information document** accompanying this survey to provide a fleet inventory for the vehicles in Question 23 (exclude volunteer vehicles). You may also provide your fleet inventory using your own Excel or .pdf document in lieu of completing the chart in the Supplemental Information document.
25. Use the **Supplemental Information document** accompanying this survey to provide weekday and weekend utilization charts for the vehicles in Question 23 (excluding volunteer vehicles). Place an "X" in each box to represent the time period each vehicle is in use. You may also provide this information in your own format in lieu of completing these chart in the Supplemental Information document.

Section V: Supporting Technology

26. For demand-responsive transportation services, what type of technology is used for booking, scheduling, and dispatching functions?

Vendor and system name:

27. What type of communications device/system is used between drivers and dispatchers? (Check all that apply.)
- Cellular phones
 - Two-way mobile radios
 - Mobile data terminals
 - Tablets or smart phones
 - Routing software
 - Other (specify):

28. Do you utilize any technology for booking, cancellations, and/or estimates times of arrival notices? (Check all that apply.)

- No technology utilized
- Mobile app (specify):
- Interactive voice recognition technology (specify):
- AI technology (specify):
- Other (specify):

Section VI: Vehicle Operators

29. How many full-time and part-time employee drivers are used for service delivery?

Full-time drivers: _____ Part-time drivers: _____

30. What special training requirements must drivers complete before providing services?

Explain:



31. Do part-time drivers have any additional responsibilities at your organization that would limit their availability for additional driving tasks? (Check one.)
 Yes No

Section VII: Ridership and Service Statistics

32. Use the **Supplemental Information document** accompanying this survey to provide your organization's annual passenger statistics. If possible, use data for the most recent 12-month period for which data is available.
33. How many annual vehicle service hours were provided by your vehicle fleet when providing passenger transportation during the last calendar year or fiscal year? (Estimates are acceptable.)
 Total annual vehicle service hours:
34. How many annual vehicle service miles did your vehicle fleet travel when providing passenger transportation services during the last calendar year or fiscal year? (Estimates are acceptable.)
 Total annual vehicle service miles:

Section VIII: Operating Costs and Revenues

35. Use the **Supplemental Information document** accompanying this survey to indicate your transportation operating and capital expenses in the last calendar or fiscal year. *You may also provide your operating and capital expenses in your own format as long as it provides the same information requested.*
36. If transportation is one of many programs you offer, what percentage of your total budget is spent on the transportation services described in this survey response?
 Transportation is _____% of our total agency annual budget.
37. Use the **Supplemental Information document** accompanying this survey to identify the percentage of your transportation budget that comes from each applicable source in the following table. (Estimates are acceptable.)
38. If your agency purchases or sponsors client transportation services from third parties, use the **Supplemental Information document** accompanying this survey to identify them. (If the third party is a private individual, do not list their name; instead, sum all such entries in the private individuals category.)

Section IX: Assessment of Needs Met and Unmet

39. Use the **Supplemental Information document** accompanying this survey to identify the top five trip demand generators for your customers or clients; that is, to which five destinations do your customers or clients travel most often. (If you do not have all of this information, provide what you can.)
40. Are you able to accommodate all the requests from your riders?
 Yes No
- If no, what are the biggest obstacles? (Check all that apply.)
- Not enough funding to meet the demand
 - High cost of operating/contracting for transportation services
 - Driver recruitment/retention challenges
 - Not enough vehicles
 - Limited service area and service hours
 - Funding source parameters (e.g., limited trip purpose eligibility)
 - Other (specify):



41. What other significant barriers in the region or community limit your riders' (or clients') mobility? (Check all that apply.)

- Lack of public transportation service in our area
- The affordability of those transportation services
- Limited hours and days of existing services
- Client eligibility restrictions imposed by various funding sources
- Trip destination limits (e.g., beyond municipality; imposed by funding sources)
- Trip purpose eligibility restrictions imposed by funding sources
- Inconvenient or lengthy path of travel
- Other (specify):

42. Other than your service, what other transportation services in the existing transportation network provide the most useful mobility options for your riders/clients? (Check all that apply.)

Public Transportation Services

- Fixed-route bus services provided by:
- Rail services provided by:
- Dial-a-ride services provided by:
- Taxi voucher/user-side subsidy program provided by:
- Volunteer driver program provided by:
- ADA paratransit service provided by:
- Flex transit services provided by:
- Microtransit services provided by:
- Alternative services provided by:
- Taxis and other nonmetered livery services provided by:
- Other (specify):

Public Human Service Agencies

- Medicaid nonemergency medical transportation programs
- Veterans/disabled veterans nonemergency medical transportation services
- Other (specify):

Senior Centers, Day Programs, Hospitals

- Senior centers
- Day programs
- Hospital transportation programs
- Other (specify):

Private Carriers

- Taxis
- Transportation network companies (e.g., Uber, Lyft)
- Nonemergency medical transportation carriers (for hire)
- Other (specify):



43. What top three enhancements are most needed to improve mobility in your service area? (Select only three.)

- Greater coordination among providers
- More funding for operations
- More funding for equipment (excluding vehicles), communications, or outreach
- Mobility management:
 - Regionwide transportation brokerage for multiple programs
 - Regionwide one-call/one-click services for trip discovery, planning, and booking
 - Travel training resources
 - County mobility managers
- Longer hours and/or more days of service
- More drivers and/or vehicles
- Loosening of eligibility restrictions:
 - Client/customer eligibility
 - Eligible trip destination/service area limits
 - Eligible trip purposes
- Lower fares on existing services
- Use of Uber, Lyft and/or other ridesourcing companies
- Technology for scheduling or dispatching
- Other (specify):

44. What type of transportation coordination activities do you currently participate in?

- | | |
|-------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| <input type="checkbox"/> Provision of coordinated service for client/customer/constituent trips | <input type="checkbox"/> Joint dispatch and/or scheduling |
| <input type="checkbox"/> Local coordination committee | <input type="checkbox"/> Shared backup vehicles |
| <input type="checkbox"/> Regional transportation authority's project advisory committee | <input type="checkbox"/> Shared maintenance |
| <input type="checkbox"/> Information and referral | <input type="checkbox"/> Joint use of vehicles |
| <input type="checkbox"/> Joint procurement | <input type="checkbox"/> Joint grant applications funding |
| <input type="checkbox"/> Joint training | <input type="checkbox"/> Driver sharing (paid or volunteer) |
| | <input type="checkbox"/> Other (specify): <input style="width: 150px;" type="text"/> |

Please explain your coordination activities further, naming the other participating organizations.

45. What issues, if any, have your coordination efforts encountered? (Check all that apply.)

- Statutory barriers to pooling funds
- Restrictions placed on the use of vehicles
- Liability/insurance concerns
- Local control issues
- Billing/accounting issues
- Unique characteristics of client populations
- Other (specify):

46. In your opinion, what are the greatest coordination and mobility obstacle(s) in your service area?

Example

47. In your opinion, what enhancements are most needed to improve the public transit and human service transportation in your service area?



48. On a scale of one to five, with five indicating the strongest support, how much sustained support for coordinated transportation planning exists among elected officials, agency administrators, and other community leaders in your area? (Check one.)

Weak support
→
 Strong support

1 2 3 4 5

49. On a scale of one to five, with five indicating the strongest perception, do you and members of your governing body perceive there to be real and tangible benefits to be realized if local organizations worked together to better coordinate the delivery of services? (Check one.)

Weak perception
→
 Strong perception

1 2 3 4 5

What are the potential benefits, in your opinion?

50. If there are any other issues, concerns, or information relevant to this issue, please feel free to elaborate in the space below.

51. If you would like to provide more detailed information and feedback, please provide your name and contact telephone number in the space below so that we can schedule an interview. If there are other people you would recommend for a focus group or further conversation, please provide their names and contact information in the space below also.

Please email your completed survey form, the Supplemental Information document, and any additional documentation you would like to provide to stephanie@moore-associates.net by **September 26, 2025**.

Thank you for your participation!



Supplemental information was collected via an Excel spreadsheet using the following tables:

g3. What are the daily hours and days of operation for your transportation services? (List hours of operation for each day operated in the space provided.)

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Service begins							
Service ends							

If you have different operating days or hours for different modes or services, duplicate this table below as many times as needed to provide information for each additional mode/service. Please indicate which mode/service each table refers to when more than one table is used.

g3. Provide the following information for the vehicles used in the provision of transportation services provided directly by your agency or your contractor operating your vehicles.

Vehicle Type	Number of Vehicles				
	Total ¹	Owned	Leased	Wheelchair accessible (owned or leased) ²	Volunteer
a. Sedans	0				
b. Minivans (up to 7 seats)	0				
c. Standard 15-passenger vans	0				
d. 8-14 seat vehicles (e.g., Ford Transit or Dodge ProMaster)	0				
e. Converted 15-passenger vans (raised roof)	0				
f. Light-duty bus (body-on-chassis-type construction seating between 16-24 passengers)	0				
g. Medium-duty bus (body-on-chassis-type construction seating over 22 passengers with dual rear wheel axle)	0				
h. Medium- or heavy-duty transit bus	0				
i. Other (specify):	0				

¹ The number of vehicles owned and leased should sum to equal the total number of vehicles.

² Wheelchair accessible vehicles is a subset of total vehicles, regardless of whether owned or leased.



24. Please provide a fleet inventory for the vehicles in Question 23 (exclude volunteer vehicles).
You may also provide your fleet inventory as a separate Excel or .pdf document in lieu of completing this chart.
Add additional rows if necessary to report your entire fleet.

Vehicle	Make	Model	Model Year	Maximum Seats	Maximum Wheelchair Positions	Mileage (as of date: _____)
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						

25a. Complete the following weekday utilization chart for the vehicles in Question 23 (excluding volunteer vehicles).
Place an "X" in each box to represent the time period each vehicle is in use. You may also provide this information in your own format.

Vehicle	Time of day																							
	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12			
1																								
2																								
3																								
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P5b. Complete the following weekend utilization charts for the vehicles in Question 23 (excluding volunteer vehicles). Place an "X" in each box to represent the time period each vehicle is in use. You may also provide this information in your own format. (If you do not provide weekend service, leave these charts blank.)

Saturday Time of day

	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Vehicle																					
1																					
2																					
3																					
4																					
5																					
6																					
7																					
8																					
9																					
10																					
11																					
12																					
13																					
14																					
15																					
16																					
17																					
18																					
19																					
20																					

Sunday Time of day

	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Vehicle																					
1																					
2																					
3																					
4																					
5																					
6																					
7																					
8																					
9																					
10																					
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19																					
20																					



32. Please provide your organization's annual passenger statistics. If possible, use data for the most recent 12-month period for which data is available. Complete questions (a) through (d).

Unduplicated Persons/Passenger Trips	Services for the general public	Limited eligibility services
a. Total number of persons ¹ provided transportation		
b. Total number of passenger trips ² (most recent fiscal year)		
c. Total number of trips ² for which riders use a wheelchair (subset of b)		
d. Time period: ___/___/___ through ___/___/___		

¹A person is an unduplicated count of unique individuals receiving service (a person riding the vehicle 200 trips per year is counted as one person).
²A trip equals one person getting on a vehicle one time from an origin to a destination. Most riders make two or more trips per day, getting on once to go somewhere and then getting on again to return.

35. What were your transportation operating and capital expenses in the last calendar or fiscal year?

Category	Expenses
a. Transportation operation expenses	
• Administration	
• Operations	
• Maintenance (facilities and equipment)	
Operating expenses subtotal (A)	\$0.00
b. Transportation capital expenses (B)	
c. Total operating and capital expenses (A+B)	\$0.00

¹Capital expenses include one-time purchases of vehicles, facilities, software, communications equipment, bus shelters, passenger amenities, etc.

37. Identify the percentage of your transportation budget that comes from each applicable source.

Transportation Operating Revenue Source	Percentage of Total FY 2024 Transportation Operating Budget
a. Fares collected from passengers as cash or purchased tickets/tokens (include client fees and/or general public fares)	
b. Revenues collected as cash or purchased ticket/tokens by third parties on behalf of passengers	
c. Reimbursements for services obtained from third parties (e.g., Medicaid reimbursements)	
d. City government appropriations	
e. County government appropriations	
f. State government appropriations	
g. Grants directly received by the organization:	
• FTA Section 5307	
• FTA Section 5310	
• FTA Section 5311	
• Title III (Older Americans Act)	
• Medicaid	
• Other (specify):	
• Other (specify):	
h. United Way	
i. Passenger donations	
j. Fundraising	
k. Contributions from charitable foundations, etc.	
l. Other (specify):	



38. If your agency purchases or sponsors client transportation services from third parties, please identify them in the following table.
(If the third party is a private individual, do not list their name; instead, sum all such entries in the private individuals category.)

Name of third party	Total number of trips purchased	Rate and basis of payment (e.g., per mile, per trip) ¹	Total amount paid last fiscal year
Public transit agency (specify): _____			\$
Municipality (specify): _____			\$
Human service agency (specify): _____			\$
Private carrier (specify): _____			\$
Private individuals			\$

¹ if rates differ by trip type (e.g., ambulatory vs. non-ambulatory), specify each rate and ridership separately.
Also, specify rate structures that incorporate more than one structure (e.g., base plus per mile rate). Add additional rows if necessary.

39. Please identify the top five trip demand generators for your customers or clients.

Destination	Address	City	ZIP Code	Workday ridership					Saturday ridership	Sunday ridership
				AM Peak	Midday	PM Peak	Evening	Overnight		

If you do not have all of the information requested for this question, please provide as much as you can.