Concho Valley Regional Public Transportation Coordination Plan



Draft Final Plan

October 2026

KFH GROUP

Mobility that matters. Access that endures.

TABLE OF CONTENTS

Executive Summary ES-1

Introduction ES-1
Plan Goals ES-1
Public Engagement ES-2
Existing Conditions ES-2
Needs ES-3
Strategies and Priorities ES-3

Chapter 1: Introduction 1-1

Introduction 1-1
Overview of the Plan 1-1
Purpose of the Regional Public Transportation Coordination Plan 1-3
Federal and State Coordination Requirements 1-4
- Federal Requirements 1-4
- State Requirements 1-4
- Objectives 1-5

Key Coordination Premise 1-5
Looking Beyond the Requirements 1-6
Regional Transportation Coordination Committee: Key Stakeholders and Committee Members 1-6
- Lead Agency 1-9

Chapter 2: Public and Stakeholder Engagement Summary 2-1

Introduction 2-1
- Public and Stakeholder Meetings 2-2

Stakeholder Interviews 2-5
- Marketing 2-6
- Service Span 2-6
- Regional Services 2-6
- Service Type 2-8
- Technology 2-8

Passenger and Community Surveys 2-9
- Community Survey 2-9

Concho Valley Transit Rider Survey 2-17
Health and Human Services Survey and Interviews 2-25
La Esperanza Clinic 2-25
West Texas Rehabilitation Center 2-26
Summary: Stakeholder Engagement 2-27

Chapter 3: Geographic Assessment 3-1

Introduction 3-1
Regional Map 3-1
Trip Generators 3-5

Chapter 4: Demographic Assessment 4-1

Introduction 4-1
Description of Area Demographics 4-1
Current Population 4-2
Projected Five-Year Population 4-7
Population Factors 4-10

Chapter 5: Transportation Services Assessment 5-1

Introduction 5-1
Transportation Provider Survey 5-1
Overview of Services 5-2
Transportation Services Profiles 5-4
Regional Public Transportation Services and Programs 5-4
Public Human Services Agency Transportation Services and Programs 5-25
Private Nonprofit Human Services Agency Transportation Service and Programs 5-26
Private For-Profit Carriers 5-34
Mobility Management Activities 5-38

Chapter 6: Needs & Gaps Analysis 6-1

Introduction 6-1
Previous Coordination and Service Planning Efforts 6-1
Statewide 6-2
Regional Plans 6-2

Transportation Needs Discussion 6-5
Kickoff Meeting 6-5
Transportation Needs Surveys 6-6
Transportation Needs Index 6-7
Summary 6-14
Geographic Location 6-14
Service Hours 6-14
Population Analysis 6-15
Transportation Service Type 6-15
Trip Purposes 6-15
Vehicles and Capacity 6-16
Marketing and Outreach 6-16
Technology 6-16
Personnel and Training 6-16
Budgetary and Funding 6-16
Coordination 6-16

Chapter 7: Coordinated Passenger Transportation Goals and Strategies for the Concho Valley 7-1

Introduction 7-1
Key Coordination Premise 7-1
Goals and Strategies: Themes and Needs 7-2
Basic Elements of Coordination 7-2
The Concho Valley Service Area Needs 7-3
Service Days and Hours 7-3
Population Analysis 7-4
Transportation Service Type 7-4
Trip Purposes 7-4
Vehicles and Capacity 7-4
Marketing and Outreach 7-5
Technology 7-5
Personnel and Training 7-5
Coordination 7-5
Budgetary and Funding 7-6
Goals: Transportation Coordination in the Concho Valley 7-6
Overarching Goal 7-6
Goal No. 1: Ensure the Sustainability and Effectiveness of Transportation Services in the Region 7-7

Goal No. 2: Existing Service – Increase/Modify Service, Improve Ridership and Regional Mobility 7-7
Goal No. 3: New Service – Address Internal Service Gaps and Connections Outside the Service Area 7-8
Goal No. 4: Enhance Safety and Training for all Human Services Transportation in the Region 7-8
Goal No. 5: Address Barriers in Regional Transportation Coordination and Partnerships 7-9
Goal No. 6: Increase Visibility, Awareness, Quality of Information 7-10
Development of Strategies for the Future 7-11
Progress on 2021 Coordinated Plan Strategies 7-11
Progress on Meeting Transit Plan Recommendations – 2022 7-11
2026 Strategies for the Future 7-12
Performance Measures 7-28
Attachment 7-1: Sponsorship Programs – More than Advertising 7-29

Chapter 8: Coordinated Plan Priorities 8-1

Setting of Priorities 8-1
Four Types of Priorities 8-1
Ensuring Flexibility 8-2

Appendix A: Community Survey

Appendix B: Passenger Survey

Appendix C: Health and Human Service Provider Questionnaire

Executive Summary

Introduction

The *Concho Valley Regional Public Transportation Coordination Plan* is designed to enhance mobility for seniors and persons with disabilities through coordination and transportation services beyond traditional public transit and Americans with Disabilities Act (ADA) services. The coordinated transportation planning requirements for the Federal Transit Administration's (FTA) Chapter 5310 program call for an updated Coordinated Transportation Plan every five years.

The Concho Valley Council of Governments (CVCOG) is the lead agency working with the Concho Valley Regional Coordination Planning Committee (Concho Valley RCPC). Committee members see the plan update as an opportunity address identified transportation service gaps with strategies that will solve the issues. The Concho Valley RCPC was involved in all aspects of the planning process with representatives from local governments, private transportation providers, hospitals, senior facilities, human services, nonprofits supporting transit access, and interested persons.

The plan calls for extensive public engagement, a geographic and demographic assessment, and a review of existing transportation services, needs and strategies. Through this detailed planning process, the study team found a high level of coordination among most organizations, as well as excellent transit service in both San Angelo and the rural areas. Further, Concho Valley Transit District (CVTD) is planning for new services that were recommended in its most recent transit development plan, *Concho Valley Transit District Transit Development Plan (TDP) (2022)* which is discussed in Chapter 6 of this plan.

Plan Goals

The Plan Goals were developed by the Concho Valley RCPC to address the specific needs of the region. These goals are detailed in Chapter 7 of the plan and summarized as follows: 1-Ensure sustainability; 2-Improve existing service and mobility; 3-Address new service; 4-Enhance safety; 5-Address barriers; and 6-Increase awareness and quality of information.

The Overarching Goal: Provide more transportation service and increase ridership to meet virtually all of the needs of the Concho Valley in a safe, appropriate, and cost-effective manner.



Public Engagement

As part of the Concho Valley Regional Public Transportation Coordination Plan, a comprehensive stakeholder and community engagement effort (Chapter 2) was conducted to document rider and community perspectives on existing passenger transportation services. Included in this effort were targeted audiences of individuals with disabilities, older adults and veterans, public transit users, local leaders, stakeholders, as well as health and human services representatives. These stakeholder engagement efforts revealed a number of issues, and typically differed between the rural areas and San Angelo.

Issues: Rural Areas – 11 of the 13 counties served by CVTD are very sparsely populated with one or two vehicles serving each county. McCullough County, with its larger population and major shopping, is the exception. The issues in rural areas centered around awareness of the service, longer service hours, the long layover in San Angelo, and out-of-region needs.

Issues: San Angelo – CVTD's urban service in San Angelo has a different set of issues and needs compared to the rural areas. It should also be noted that the San Angelo service has good ridership from a diverse set of riders with a variety of needs. Issues included continued coordination efforts, later service hours, and service to Goodfellow AFB.

Existing Conditions

There are 13 counties (12 rural) in the Concho Valley Service area, with one large city – San Angelo, and 15 other small cities and towns, of which Brady stands out as the only other city with significant destinations. Three basic types of service areas were identified as dominant based on the results of Chapters 3-5. These include:

- **San Angelo** – A city of 100,000 people with major destinations requiring transit services typical of cities across the country (fixed route, microtransit, ADA paratransit, for example).

- **Brady** – Of the 15 smaller cities, Brady is the only one with significant destinations requiring a more robust local service (e.g., microtransit).

- **The Rural Cities and Counties** – Some needs can be met locally, but most healthcare and major shopping requires a trip out of the county, and in some cases out of the region.

CVTD is the public transportation provider for the Concho Valley region of Texas and serves as the designated rural transit district for the region, as well as being the designated urban transit provider for the City of San Angelo.

Greyhound operates two intercity bus routes through the region, providing access to Dallas, Houston, Amarillo, Lubbock, and St. Antonio. CVTD is the agent for Greyhound in San Angelo.

Needs

This plan identified and categorized transportation needs for the region into several categories of consideration—geographic location, time-related, population analysis, transportation service type, rider type, trip purposes, vehicles and capacity, marketing and outreach, technology, personnel and training, budgetary and funding, and coordination. Three basic types of service areas with different needs were identified as most prevalent. These include:

- **San Angelo** – In order to better meet the diverse needs of the community, CVTD is currently undergoing a service modification as detailed in its 2022 plan.
- **Brady** – Brady has enough service, but it needs to be better coordinated.
- **The Rural Cities and Counties** – CVTD should continue to review its schedule semi-annually. Some of the counties in the east are oriented to different cities for major shopping and healthcare, as these communities outside the service area are much closer.

Strategies and Priorities

The strategies were selected by the Concho Valley RCPC at a workshop held on September 25, 2026. The strategies were developed in a manner to ensure that they could be accomplished by CVTD and the Concho Valley RCPC, in terms of staff capabilities and commitment. An additional consideration is funding. While most of the strategies are low or no cost, some may require additional funding.

The strategies are detailed in Chapters 7-8. While many of the strategies to improve mobility in the region are interrelated, they are categorized by:

1. **Organizational and Coordination Strategies** – The organizational strategies are about communication and getting everyone to the table.
2. **Operating Strategies for the Future** – The second set of strategies addresses changes to existing services and the introduction of new services.
3. **Sustainability and Financial Strategies** – Sustainability is essential to transit. CVTD has had significant success in securing diverse funding in the past, and this should continue. In addition, a private-sector sponsorship program can bring in new sources of local support.

Fortunately, with the relatively simple service area and much of the service functioning effectively, there are no conflicts regarding priorities.

Chapter 1
Introduction

Introduction

The Concho Valley Council of Governments (CVCOG) is the lead agency for the Concho Valley planning region. CVCOG and its regional coordination committee (RCC) members see the plan update not merely as a means to complete state requirements, but also to address identified transportation service gaps in the region with strategies that will eliminate the gaps and improve mobility options for the region's residents. The RCC for the Concho Valley Region is the Concho Valley Regional Coordination Planning Committee (Concho Valley RCPC).

The updated *Concho Valley Regional Public Transportation Coordination Plan* will serve as a roadmap for implementing service changes, service improvements, and potential expansions of service over the next five years. The final plan will also serve as a basis for preparing grant applications for continued and expanded investment.

The analysis and efforts in this Plan are intended to address the transportation service needs for all residents (with an emphasis on seniors and persons with disabilities) in the Concho Valley region, which spans 13 counties in central West Texas. An additional focus in the plan update is emphasizing the mobility needs of several key population groups that often face transportation challenges and rely on transportation service:

- Seniors
- Individuals with disabilities
- Low-income residents
- Zero-car households
- Youths
- Residents with limited English proficiency
- Veterans
- Clients of workforce agencies
- Other job seekers

Overview of the Plan

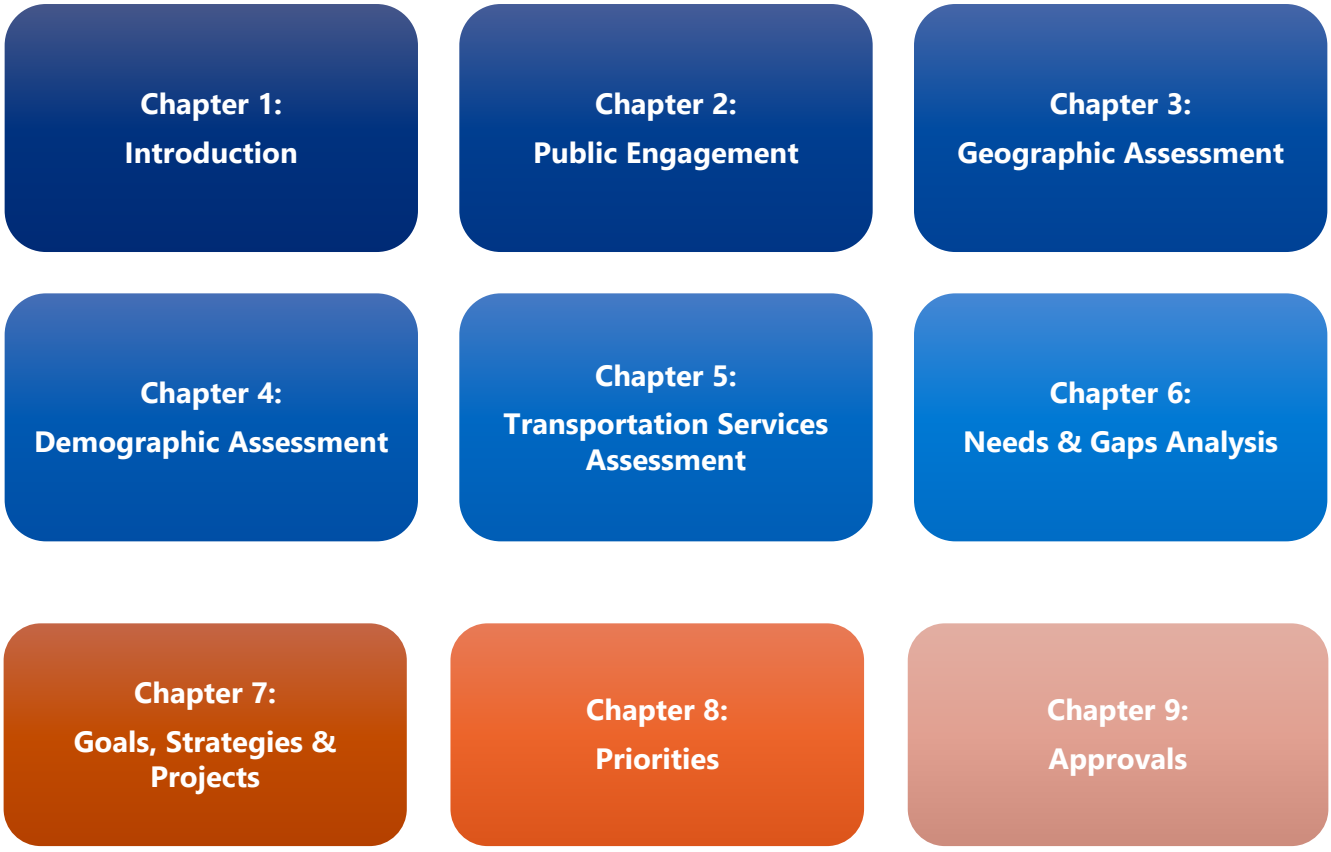
This chapter provides background on the planning requirements and discussion of several key considerations that helped frame the overall coordinated planning process. The other chapters of the Plan are presented through the following sections that address all elements of the plan structure as outlined by the Texas Department of Transportation (TXDOT).

The Plan has been developed over the past several months, with input from CVCOG, Concho Valley RCPC members, and other interested stakeholders in the region. The chapters in the Plan organize the information gathered on existing conditions in the region into several topics. The planning process is intended to consider both quantitative data as well as qualitative community input and insights to

determine needs for transportation service that should be addressed by the plan. Readers are encouraged to review the entire plan, however Chapters 7 and 8 contain the Plan goals, strategies and activities and they should be focused on by the participants.

The chapters in this Plan are as follows:

- ***Chapter 1*** – *Introduction* – An overview of the Plan.
- ***Chapter 2*** – *Public Engagement* – The public engagement process and results from information gathering with local stakeholders, residents, and transit riders.
- ***Chapter 3*** – *Geographic Assessment* – An assessment of geographic characteristics, trip generators, and travel patterns for the region.
- ***Chapter 4*** – *Demographic Assessment* – An assessment of demographics in the region for both today and the projected future based on US Census Bureau and Texas Demographic Center data.
- ***Chapter 5*** – *Transit Services Assessment* – Profiles of available information on existing transportation providers in the region.
- ***Chapter 6*** – *Needs and Gaps Analysis* – An assessment of implementations from the previous plan, a transit needs index analysis, and findings for existing transportation service gaps and duplications.
- ***Chapter 7*** - *Goals, Strategies & Projects – Based on the* research conducted in the previous chapters, goals and strategies were developed with specific projects.
- ***Chapter 8*** – Priorities – The strategies and projects are prioritized and a timeline of action is presented.
- ***Chapter 9*** – *Approvals* – Included in the Final Plan.



Purpose of the Regional Public Transportation Coordination Plan

The purpose of the Federal Transit Administration's (FTA) Section 5310 program is to enhance mobility for seniors and persons with disabilities by providing funds for programs to serve the special needs of transit-dependent populations beyond traditional public transportation services and Americans with Disabilities Act (ADA) complementary paratransit services. The coordinated transportation planning requirements for the Section 5310 program administered by FTA were initiated in 2006, and years later continue to inform this process for developing and updating coordinated plans.

The *Concho Valley Regional Public Transportation Coordination Plan* is designed to meet the FTA's coordinated transportation planning requirements and include any additional requirements from TxDOT. The plan is required to include the following key elements:

- A comprehensive public outreach and community engagement effort that reflects the needs of individuals in the community served and ensures participation of individuals and groups that represent target populations.
- An assessment of the geographic area being served by the plan and the methodology used for the geographic area assessment.
- An assessment of the demographics in the area being served by the plan that includes target populations and a five-year population projection.
- An assessment of available transportation services that includes profiles of the current transportation providers (and services) in the area. This data is gathered mostly through a transportation provider survey. The responses are synthesized into profiles that include the service types provided, relevant eligibility and service policies, vehicle inventories and utilization, technology usage, ridership and service statistics, perceptions of met/unmet needs, and existing instances of coordination.
- An assessment and prioritization of transportation needs and gaps within a single county, across multiple counties, or throughout a region in the plan area. The assessment includes an analysis of the geographic/demographic maps in combination with the transportation profiles and input from follow-up interviews and other outreach efforts.
- Documentation and prioritization of goals, strategies, and activities to address the transportation gaps, as well as coordination opportunities to achieve efficiencies in service delivery that can be harnessed to provide new or expanded services.
- Signatures of the lead coordination agency representative and RCC members who participated in the development and approval of the plan.

This planning process helps by continuing to move forward with the implementation of existing coordinated efforts and developing new efforts when necessary. The coordinated approach to mobility and transportation choices calls for local planning and local decision-making based on sound planning activities. Additionally, the plan will meet the requirements of the FTA rules regarding development of a coordinated transportation plan in order to receive subsequent federal funds for projects.

Federal and State Coordination Requirements

This plan is being updated through a process that meets all FTA requirements, including those from the Section 5310 program as defined in FTA Circular C 9070.1H, and State of Texas requirements detailed in the Texas State Management Plan and Chapter 461 of the Texas Transportation Code.

Federal Requirements

Federal requirements for regional public transportation coordination plans (RPTCPs) include: a coordinated plan, stakeholder engagement and public involvement, inclusion in regional planning frameworks, and compliance with federal regulations.

- **Coordinated plan** – Locally-developed RPTCPs must include the following:
    - Inventory of available services and resources
    - Assessment of target population transportation needs
    - Strategies to address identified gaps and inefficiencies
    - Priorities for implementation and funding
- **Stakeholder engagement and public involvement** – RPTCP development through a stakeholder engagement process (including accessible materials, community meetings, and outreach to traditionally underserved populations) and public input from (at minimum):
    - Public, private, and nonprofit transportation providers
    - Human services agencies
    - Advocacy groups for seniors and individuals with disabilities
    - Representatives from underserved populations
- **Inclusion in regional transportation planning frameworks** – Requirements for urbanized areas (UZAs) and nonurbanized areas (non-UZAs) for RPTCP alignment with other regional planning efforts:
    - For UZAs, projects must be included in the Metropolitan Transportation Plan (MTP), Transportation Improvement Program (TIP), and Statewide Transportation Improvement Program (STIP) to be eligible for funding.
    - For Non-UZAs, projects outside urban areas must be included in the Statewide Long-Range Transportation Plan (LRTP) and STIP.
    - Compliance with federal regulations – RPTCPs must align with Title VI, the ADA, and other civil rights requirements.

State Requirements

State of Texas requirements for RPTCPs in the Texas Transportation Code discuss the intent to eliminate waste in transit service provision, generate service efficiencies for increased levels of transit service, and help reduce air pollution. RPTCPs in Texas are required to identify the following:

- Overlaps and gaps in public transportation services, including services that could be more effectively provided by existing, privately-funded transportation resources
- Underused equipment owned by public transportation providers
- Inefficiencies in public transportation service provision by any public transportation provider

Objectives

With these requirements in mind, following are plan objectives:

- Conduct a comprehensive assessment of the transportation needs of target populations (e.g., seniors and individuals with disabilities, low-income residents, zero car households, youths, residents with limited English proficiency, veterans, and clients of workforce agencies (job seekers).
- Help organize and facilitate meaningful stakeholder and public engagement.
- Identify gaps and duplication in transportation services focused on the above populations.
- Identify and help facilitate a prioritization of unmet needs.
- Identify goals and strategies that stem from the prioritized unmet needs and help facilitate the prioritization of those strategies.
- Prepare a 5-year update to our regional coordination plan that meets TxDOT's requirements and supports funding eligibility.

Key Coordination Premise

> **Coordination Premise** – In rural regions, strong public transportation is often the best way to address and coordinate the majority of residents and human services clients' transportation needs.

The solutions to address transportation needs can include both innovative as well as traditional means of transportation. For example, scheduled public transit such as fixed routes, scheduled shuttles, or ADA complementary paratransit are tried-and-true ways to provide coordinated transit service for most residents and human services clients who are in need of mobility options. Traditional transportation services are usually a more effective way for agencies to meet rider needs, than expensive one-on-one specialized service for every individual.

Helping public transit systems to meet the majority of mobility needs through their demand-responsive and fixed-route services helps free up human services agency resources to focus on any remaining specialized needs and trips that are the most difficult to serve. In this way, excellent public transportation is the best way to address and coordinate the majority of transportation needs in a rural region.

Looking Beyond the Requirements

The update of the *Concho Valley Regional Public Transportation Coordination Plan* is not solely limited to the Section 5310 Program. As noted in the FTA guidance, while the plan is only required in communities seeking funding under the Section 5310 Program, a coordinated transportation plan should incorporate activities offered under other programs sponsored by federal, state, and local agencies to greatly strengthen its impact. Therefore, this plan takes a broader approach and includes information on a variety of transportation services offered in the region. It also provides strategies and potential projects beyond those eligible for funding through the Section 5310 Program. Overall, this plan is being designed to serve as a blueprint for future discussions and efforts in the region to improve mobility, especially for older adults, people with disabilities, veterans, people with lower incomes, and young people with limited access to transportation.

Regional Transportation Coordination Committee: Key Stakeholders and Committee Members

The Concho Valley Regional Coordination Planning Committee (Concho Valley RCPC) is a planning committee operating under the CVCOG. It coordinates with TxDOT to identify, address, and fund public transportation and human services transit needs across the Concho Valley region.

As described in TxDOT's *Coordination Plan Guidebook*, the success of each region's plan relies not only on lead coordination agency but also the active participation of a well-represented Committee.

Types of staff affiliations/organizations or residents encouraged to join an RCC include:

- Local government representatives
- Private transportation providers
- Hospitals and senior care facilities
- Workforce and social services organizations
- Nonprofits supporting transit access
- Anyone interested in expanding transportation options

There is no formal process or by-laws for Concho Valley RCPC and its members. Members self-select and sign a Stakeholder Agreement (**Exhibit 1-1**). Below in **Table 1-1** is the list of relevant members/stakeholders in the Concho Valley region. This includes public transportation services along with human services agencies, nonprofit organizations and other relevant organizations. These stakeholders represent a variety of public and private organizations including local governments, a public transit agency, programs and organizations providing social services, assistance activities, and other partners connected to coordination of mobility needs and solutions in Concho Valley.

Table 1-1: Key Stakeholders and Members of the Concho Valley RCPC

Organization	Key Stakeholder/Member
ADACCV	Christopher Sandoval
ADACCV	Eric Sanchez
Angelo State University	Sydney Blaylock
Catholic Outreach Services	Wanda Gully
Children's Advocacy Center	Justin Deloach
City of San Angelo MPO	Major Hofheins
Concho Valley Community Action Agency	Mike Burnett
Concho Valley Community Action Agency	Chelsea Ashton
Concho Valley Community Action Agency	Jesenia Rodriguez
Concho Valley Council of Governments	Jaylon Seales, Procurement Manager
Concho Valley Council of Governments	Erin M. Hernandez, Executive Director
Concho Valley Council of Governments	Lisa Rine
Concho Valley Council of Governments – Area Agency on Aging	Toni Roberts
Concho Valley Council of Governments/211/AAA	Sandra Villanueva
Concho Valley Transit District	Ryan Herrera, Director of Transportation
Concho Valley Transit District	Sophie Riojas, Regional Coordinator
Concho Valley Transit District	Audrey Aguirre, Finance Manager
Concho Valley Transit District	Devin Williams
Concho Valley Turning Point	Irma Roja
Concho Valley Turning Point	Nayel Gonzalez
Concho Valley Turning Point	Yvette Arroyo
Concho Valley Workforce Solutions	John P. McIntosh
Concho Valley Workforce Solutions	Jo Beauford
– Disability Connections	Dana Sercos
– Goodwill	Tiffany Rivera
– Goodwill Career Center	Andy Cantu
– La Esperanza Health	Esmeralda Perez
– La Esperanza Health	Carina Sturgeon
Legal Aid of Northwest Texas	Sharon Troy, Client Advocate
Maximus	Shelly Bailey
Momentous House	Melissa Morse
MPO	Pete Madrid
My Health, My Resources (local mental health authority)	Greg Rowe
My Health, My Resources	Annette Hernandez
My Health, My Resources (local mental health authority)	Ami Mizell-Flint
My Health, My Resources (local mental health authority)	Johana Burch
My Health, My Resources (local mental health authority)	Maranda Patterson
My Health, My Resources (Veterans Services)	Richard Rodgriguez
San Angelo Advocacy for Access	Kimberly Henry
San Angelo Advocacy for Access	Andea Souflee
Texas Department of Transportation	Delma Childress
Texas Veterans Commission	Zachary Peterson
United Way	Ashley Ammons

Organization	Key Stakeholder/Member
United Way	Kamryn Cummings
VA Housing Solutions	Ellen Metz
West Texas Counseling and Guidance	Jason Sikora
West Texas Counseling and Guidance	Dusty McCoy
West Texas Counseling and Guidance (Veterans Services)	Patrick Deaver
West Texas Counseling and Guidance (Veterans Services)	Caleb Brookins
West Texas Rehab	Barby Nobles

Exhibit 1-1: Concho Valley Stakeholder Agreement



Concho Valley Region 10

Regionally Coordinated Transportation Planning

Stakeholder Agreement

As representatives of the organizations/groups listed below, we agree that we will actively participate in the Texas Department of Transportation Region 10 Regionally Coordinated Transportation Planning process. We agree to provide support to the Region 10 lead agency for the purpose of planning, developing, and implementing the ongoing five-year public transit-human services transportation plan continuation effort.

We will continue to support the Regionally Coordinated Transportation Planning Committee with our roles as Stakeholders. Stakeholders represent, **but are not limited to, the following:** human services providers; metropolitan planning organizations; individuals with disabilities; individuals 65 and older; individuals with low incomes; individuals with limited English proficiency; children; Veterans; workforce agencies; and other members of the public.

We pledge to attend or provide alternate staff members from our agency to regularly attend called meetings for the advancement of this work. Additionally, our organization will be responsive to requests from the lead agency and/or the stakeholder committee to provide specialized assistance for development of the plan.

Lead Agency

Concho Valley Council of Governments (CVCOG) is the lead agency for the Concho Valley planning region. CVCOG's membership includes 14 counties (13 of which are in this region), 16 cities (15 in the region), and special purpose districts, making up all of the eligible local governments in the region.

CVCOG provides a wide variety of services. In addition to Concho Valley Transit District (CVTD) transportation services, the CVCOG offers to the communities in the region include 2-1-1 Texas, Area Agency on Aging, Aging and Disability Resource Center, Head Start, economic development, law enforcement training, regional 9-1-1, and a variety of other programs.

Questions about this plan may be addressed to:

Ryan Herrera
Director of Transportation
Concho Valley Transit
510 N. Chadbourne Street
San Angelo, TX 76903
(325) 234-0251 or (325) 947-8729 ext. 416
ryan.herrera@cvcog.org

The Service Area

There are 13 counties (12 rural) in the Concho Valley Service area, with one large city – San Angelo, and 15 other small cities and towns of which Brady stands out as it is the only other city with significant destinations.

Based on the results of the 2022 Concho Valley transit development plan, three basic types of service areas were identified as most prevalent. These include:

- **San Angelo** – a city of 100,000 people with major destinations, requiring transit services typical of larger cities (fixed route, microtransit, ADA paratransit for example).

- **Brady** – of the 15 smaller cities, Brady is the only one with significant destinations requiring a more robust local service (e.g., microtransit).

- **The Rural Cities and Counties** – each of these counties have the majority of the population in and around the smaller cities, although countywide service is available. Some needs can be met locally, but most healthcare and major shopping requires a trip out of the county and in some cases out of the region to adjacent counties.

Chapter 2
Public and Stakeholder Engagement Summary

Introduction

As part of the Concho Valley Regional Public Transportation Coordination Plan, a comprehensive stakeholder and community engagement effort was conducted. Targeted audiences of individuals with disabilities, older adults and veterans were major participants along with public transit users, local leaders, stakeholders and health and human services representatives. The KFH Group project team worked with Concho Valley Council of Governments (CVCOG), CVTD, and the Concho Valley RCPC to identify stakeholders and develop a course of action for public and stakeholder engagement.

The purpose of the engagement effort was to document rider and community perspectives on existing passenger transportation services, identify unmet transportation needs, and understand priorities for improving regional mobility, particularly for older adults, individuals with disabilities, low-income residents, veterans and others who may rely on transit for essential travel. Feedback collected through the surveys includes information on current travel behavior, satisfaction with services, barriers to using transit, desired service improvements, and demographic characteristics of respondents.

Concho Valley RCPC members assisted with the distribution of community surveys and flyers with QR codes were posted at various locations during site visits. Rider survey flyers with QR codes were posted on all CVTD vehicles. The CVTD office had hard copies of surveys available for people without smart phones.

County officials were contacted for each county in the region (with limited responses) and project staff made presentations to two Commissioners' Courts (Mason and McCullough Counties). The project team traveled the service area stopping at community centers, senior centers, WIC offices, community action agencies, family protective service locations, chambers of commerce, and libraries to distribute survey flyers and talk to front line staff and case workers about transportation issues with their clients in the region. A health and human services survey was also distributed, and follow-up interviews were conducted.

This review is organized into the following sections:

1. Public and Stakeholder Meetings
2. Stakeholder Interviews
3. Passenger and Community Surveys
4. Public Health and Human Services Survey and Interviews
5. Summary: Stakeholder Engagement

Public and Stakeholder Meetings

To supplement the quantitative data analyzed in this plan, public meetings were held to ascertain transportation needs in the service area. These meetings focused on transportation services for veterans, older adults and people with disabilities. In total, five meetings throughout the region were held:

- CVCOG and CVTD Meeting – January 2026
- Concho Valley RCPC Meeting – March 2026
- McCulloch County Commissioners Court – April 2026
- Mason County Commissioners Court – April 2026
- Brady Community Center Meeting – April 2026

Concho Valley Stakeholder Meeting

In October 2025 and in January 2026, the project team met with representatives of CVCOG and CVTD to discuss need and opportunities for coordination in the region. A summary of those meetings is organized by theme below.

Coordination

CVTD noted possible opportunities to coordinate with Shannon Health Systems, as they were thought, at the time, to have recently started a medical transportation program. Research indicated that Shannon NEMT LLC is not affiliated with Shannon Health and is given trips by NEMT brokers.

CVTD and Angelo State University (ASU) are excellent coordination partners. ASU has a significant foreign exchange program, and CVTD is about to facilitate transportation for South Korean teachers from airport to elementary schools for a limited time. Both entities would like to explore additional coordination opportunities.

CVTD has also coordinated veterans' transportation and has expanded services to veterans thanks to a grant the system was awarded. Unfortunately, that grant has been eliminated this year.

Service

Goodfellow AFB service remains a difficult situation. There is very low ridership on the route. Part of the issue is that due to Homeland Security policies, the route cannot be marketed publicly. CVTD would like to revisit the potential for a microtransit solution that fell by the wayside during the pandemic.

Regional Coordination Committee Meetings

The project team presented and facilitated discussions at quarterly Concho Valley RCPC meetings in San Angelo on two occasions. The meetings included representatives from across the Concho Valley region including Concho Valley RCPC member agencies.

In December 2025, Concho Valley RCPC attendees were provided with an introduction to the Concho Valley Regional Public Transportation Coordination Plan (CVRPTCP). The project team presented a review of existing services and led a discussion of key issues, needs, and objectives. The discussion included:

- Access for low income and older adults and persons with disabilities across the region
- Awareness of transportation services
- Coordination of transportation services
- Funding availability
- Working together: utilization of regional resources
- Other key issues for the region

In March 2026, the project team presented and facilitated a discussion at the quarterly Concho Valley RCPC meeting. This meeting included representatives from across the Concho Valley region including member agencies representing:

- CVTD
- CVCOG
- San Angelo MPO
- Texas Veterans Commission
- Area Agency on Aging
- Community Action Agency
- West Texas Counseling and Guidance
- 211
- Aging Disability Resource Center
- Goodwill
- Disability Connections
- La Esperanza Clinic
- Alcohol and Drug Awareness Center

The project team gave a presentation on the coordination planning process and work completed to date. Hand-outs of mapping efforts were distributed amongst the participants. The project team then facilitated a discussion on needs. The findings from that conversation are summarized by topic area below.

Regional Trips

Participants noted that many rural residents need transportation into San Angelo. Additionally, there is significant need for out-of-county trips, particularly for veterans. The Concho Valley region is large, with 13 counties served. While San Angelo is the main hub for the region, many residents need transportation options outside the Concho Valley. For residents in the eastern portion of the area, Abilene, Brownwood, Fredericksburg and Kerrville are locations people need to access. In the west, some, residents need trips to Midland and Odessa although most still prefer San Angelo as there is no significant difference in distance. In the northwest, some residents need trips to Lubbock.

Veteran Transportation

Many veterans need to access the major VA facilities in Dallas and Temple. CVTD had received grant funding to provide trips for veterans, most of those trips are provided within the Concho Valley. CVTD provides limited out of region service to the major facilities. The VA transportation services are not interested in coordination at this time, beyond the recent grant award.

Transit Service

Participants noted that many clients would like to see increased frequency for transit services in San Angelo. The current route that serves the Department of Public Safety stops too short of the location, and the pedestrian infrastructure connecting the bus stop to the destination is lacking. It was also noted that the Brady on-demand service was not working up to its expectations, and more analysis is needed to assess what is not being used.

Funding

Virtually all participants noted that they would like expanded transportation services for their clients. Transportation continues to be one of the major issues facing human services clients in the region. Participants supported an increase in funding for transit in the region.

McCulloch County Commission Meeting

In April 2026, the project team gave a presentation to the McCulloch County Commissioners Court on the coordinated planning process, and engaged the county commissioners and the public in a discussion on transportation needs in the community. While input was limited, there was a strong emphasis for the need for transportation services for seniors and veterans in the community. The commissioners also noted support for CVTD and the services they provide for the community.

Mason County Commission Meeting

In April 2026, the project team traveled to Mason County to present to the County Commissioners Court. The consultant gave a brief presentation on the planning process and work completed to date followed by a discussion on unmet need in the county and region.

The commissioners gave commendations to CVTD as the new service provider for their county and want to make sure that funding is adequate to maintain the existing services. One commissioner suggested the idea of a scheduled weekly service to Brady.

The project team also had a discussion with the Mason County driver who suggested that service to Fredericksburg was essential as nobody wanted to travel 115 miles to San Angelo when they have excellent service in Fredericksburg an hour closer.

Brady Community Center Meeting

Following the meeting with the County Commission in McCulloch County, the project team held a meeting at the community center in Brady. The community center doubles as the congregate meal location for seniors in the community. The consultant team gave a presentation to the residents and staff about the planning process and asked participants to complete surveys. An informal conversation was held regarding transportation needs in the county.

Brady On-Demand Service

The seniors in attendance noted that they do not like the new on-demand service in the community. The service is commingled and competing with the 24-hour advanced reservation service. Seniors ride this service for free and the one-way fare for the on-demand service is $4, which is cost prohibitive for seniors. Commingling the services is problematic—if an on-demand trip is activated, the bus immediately pulls off of the existing rural route trips, making the seniors ride the bus around town no matter how close they were to their destination. The two services are competing against themselves, and it seems that subscription trips are not available through the microtransit platform.

Stakeholder Interviews

The project team traveled throughout the region to hand out survey flyers and talk to the frontline staff at senior centers, community action agencies, chambers of commerce, family protective services offices and workforce agencies to get their input on transportation needs in the region. These interviews and site visits were conducted over the course of three trips in March and April 2026. Interviews were also conducted with CVTD vehicle operators in the region. Sites visited include:

- Reagan County Trailblazers
- City of Sonora Senior Center
- Menard Community Center
- Helping Hands for the Elderly
- Community Action Agency Offices (McCulloch, San Angelo)
- Ozona Community Center
- Eldorado Service Center
- Family Protective Services (San Angelo)
- Kimble County Meals on Wheels
- Workforce Solutions (San Angelo)
- Chamber of Commerce (Brady, Junction, Ozona, Big Lake)

A variety of topics were covered in these interviews and a summary by topic is detailed below:

Marketing

- In every rural county and amongst agencies that serve rural residents, participants noted that there is an overall lack of awareness of the rural services available to residents.
- Many view the CVTD rural routes as the "senior bus" and not as a service that is available to the general public.
- Virtually all of the riders in the rural communities are seniors. While it is excellent that seniors are receiving transportation services, there exists a lack of ridership for other cohorts that may need service.

Service Span

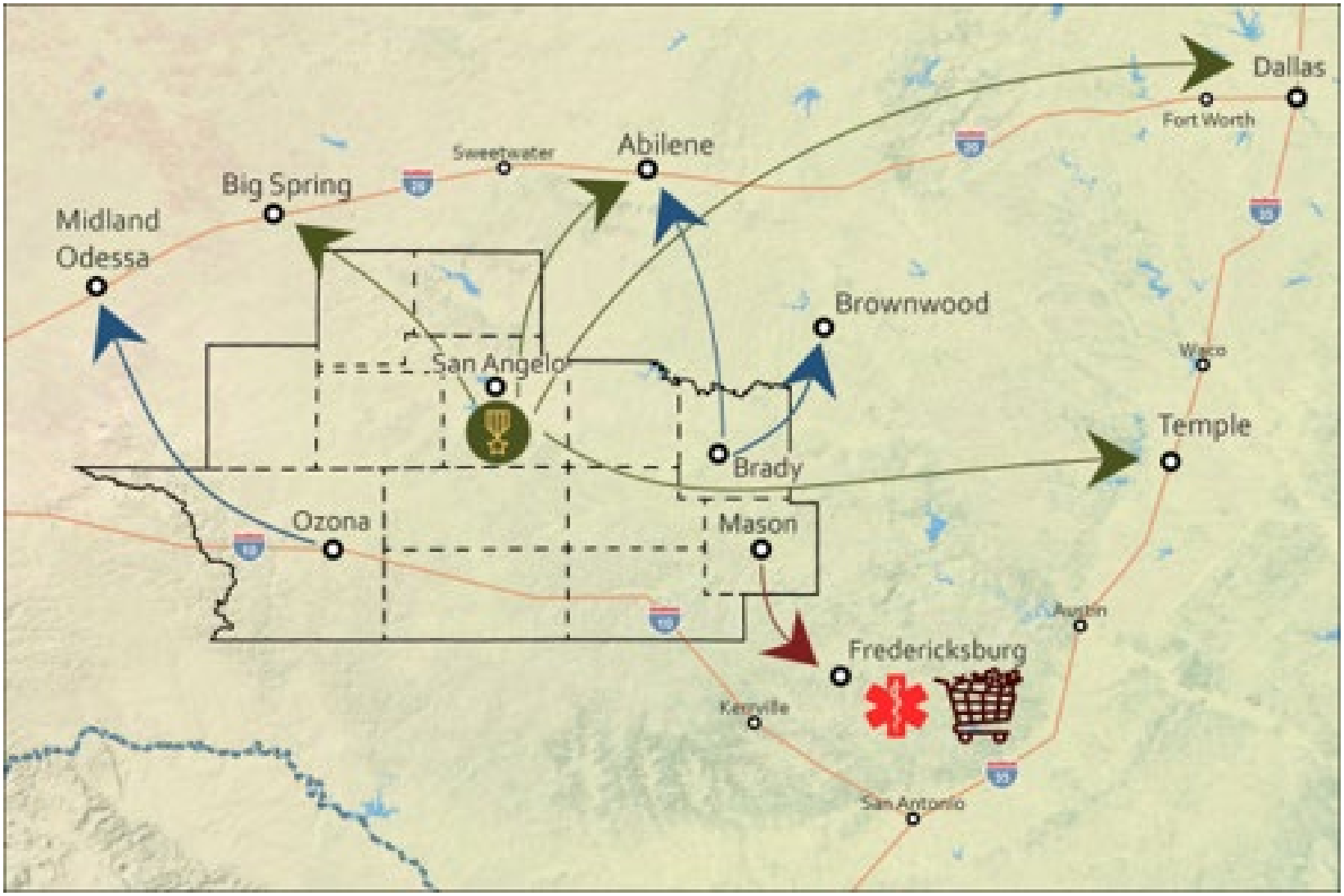
- Several residents noted the need for services later in the evenings for commuters. Rural routes ending at 5:30 p.m. can preclude a return trip for some employees who need to work until 5:30 or 6:00 p.m.
- San Angelo residents noted a desire to see Sunday service for the fixed route.

Regional Services

- Some CVTD customers described difficulty in scheduling trips between counties, particularly if the destination is *not* San Angelo.
- The regional routes to San Angelo require customers to leave at 7:30 a.m. and return at 5:50 p.m. This can works for some commuters depending on the distance, but requires that all customers stay in San Angelo all day for non-commuting trips. This can be difficult for seniors and people with a disability.
- Residents in Ozona need service to Midland/Odessa.
- Residents in Brady need service to Brownwood and Abilene.
- Veterans need interregional service to Abilene, Dallas and Temple.
- Residents of Mason County would like service into Fredericksburg to access medical appointments and the HEB.

Figure 2-1 depicts the out of region trip needs in the Concho Valley.

Figure 2-1: Interregional Needs



Service Type

- The on-demand service in Brady is struggling to gain traction. It competes against the existing demand-response service, which is free. The on-demand service costs $4. Very few people are willing to pay $8 for a round trip when they can get it for free with advanced notice. Seniors in Brady also get their trip times extended if an on-demand request is made, as the system has to prioritize response time for the on-demand service over getting the seniors to their locations on time.

- San Angelo residents would like to see service expansions and increased frequencies. Most of the participants understand that increasing frequencies increases the cost of service to CVTD.

- Rural community leaders want to prioritize transit service for veterans and seniors in their communities.

- Many residents and vehicle operators noted the need for expanded scheduled service in the rural areas, particularly Mason County to Fredericksburg. There is currently scheduled service into San Angelo from many rural communities, but there is a lack of scheduled service amongst the rural communities.

Technology

- San Angelo residents seem to have a constant problem with the accuracy of the Passio app. Next bus times or trip planning is often not accurate.

- Since the implementation of the on-demand service in Brady, residents who use the rural routes have seen the text notifications for their trip and bus arrival diminished, if not eliminated entirely.

- The scheduling systems in place do not give the drivers much flexibility to help their customers. Trips coming from a database in San Angelo doesn't always work for the communities in the far reaches of the CVTD service area.

- Customers noted difficulty getting through to CVTD to schedule trips with the dispatch in San Angelo.

Passenger and Community Surveys

Community Survey

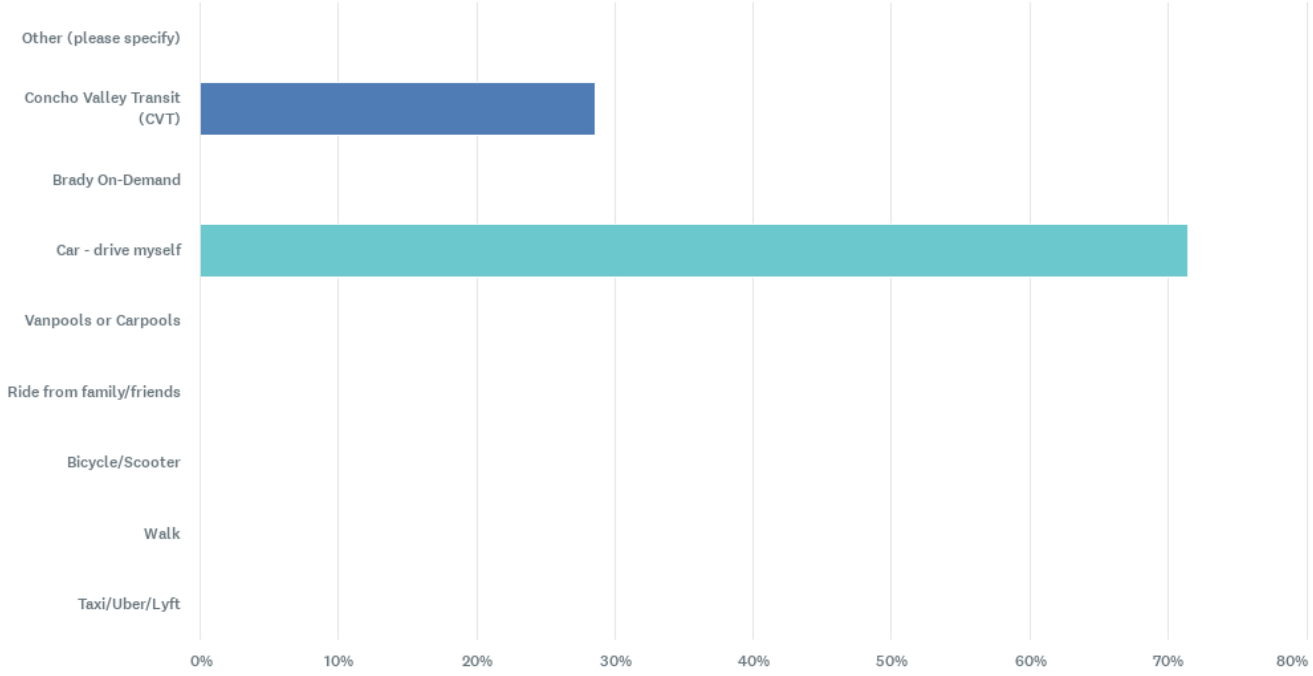
As part of this planning effort, a community survey (Appendix A) was developed to engage residents and determine passenger transportation needs in the Concho Valley. Surveys were distributed to senior centers, adult day centers and various human service locations throughout the region, often administered by the project team to help people with disabilities complete the survey. A web-based survey tool was developed along with hard copies of surveys. The project team worked with CVCOG and CVTD to distribute surveys to stakeholder groups and organizations. A flyer for the online survey was developed and sent to these groups. Additionally, survey flyers were distributed during on-site visits and stakeholder interviews with partner agencies. **Figure 2-2** depicts the flyers that were distributed to community locations throughout the 13-county region.

Figure 2-2: Community Survey Flyer



In total, 14 responses were collected for the community survey, covering 10 of the 13 counties in the CVCOG region and CVTD service area. Of the respondents, eight live in the San Angelo area and six live in the rural areas of the Concho Valley. The survey responses are summarized below.

Question 1: What is your primary mode of transportation?



The majority of respondents (70%) drive themselves as the primary mode of transportation. Thirty percent of respondents take CVTD as their primary mode of transportation. Many of the respondents are representatives of human services agencies. While their primary mode of transportation is the personal automobile, it is important to note that many of the people they represent do not have access to a personal automobile and also have no valid driver's license.

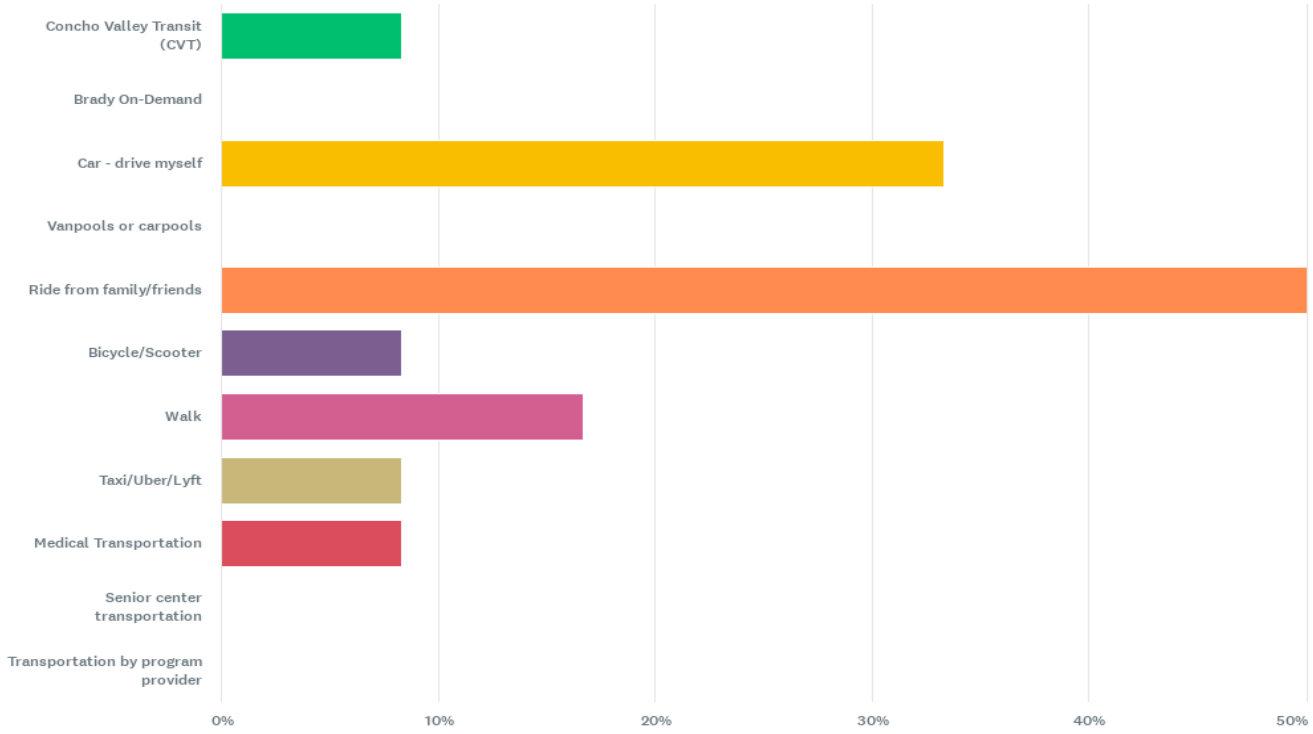
Question 2: What places are your primary destinations for travel?

For this question respondents were asked to write in specific locations where they travel most often. The top five locations include:

1. HEB (or Grocery Store)
2. Walmart
3. Doctors Office
4. Goodfellow AFB
5. Library

While the locations of the HEBs (grocery stores) and Walmart stores varied, the answers were consistent among both urban and rural respondents.

Question 3: What are other modes of transportation you use for travel in the Concho Valley region?



Beyond their primary mode of transportation, respondents rely on family and friend, personal cars, walking, CVTD, biking, TNCs/taxis and medical transportation to reach their destinations.

Question 4: Which transportation provider?

Question 4 asked respondents to identify other transportation providers used, but there were no individual responses to that specific question.

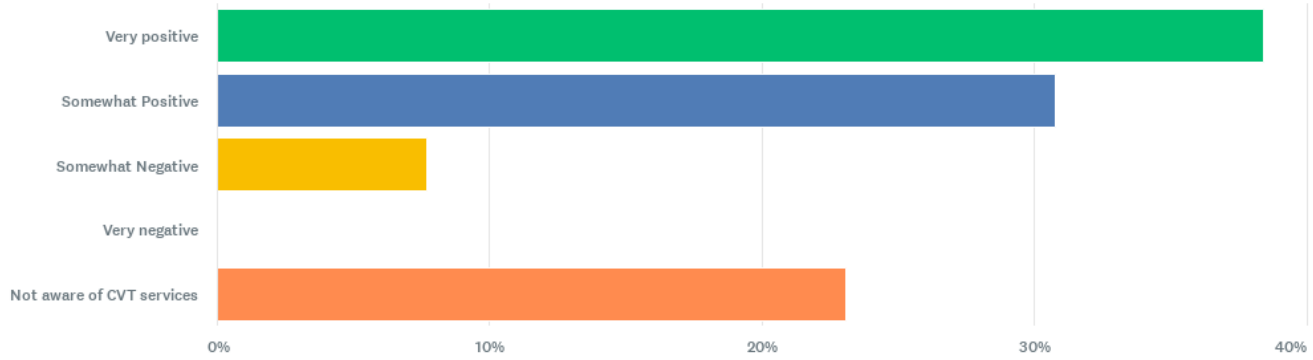
Question 5: Do you have a driver's license?

Of the 14 responses about 75 percent of the individuals had a valid driver's license, and approximately 25 percent did not. Again, an important consideration is that many of the respondents are human services agency staff— they themselves have a driver's license but represent significant populations that do not drive.

Question 6: Do you have a car available on a regular basis?

Not surprisingly the responses to the question mirror the previous question, again taking into account the representation of human services clients.

Question 7: What is your overall impression of Concho Valley Transit (CVTD) services?

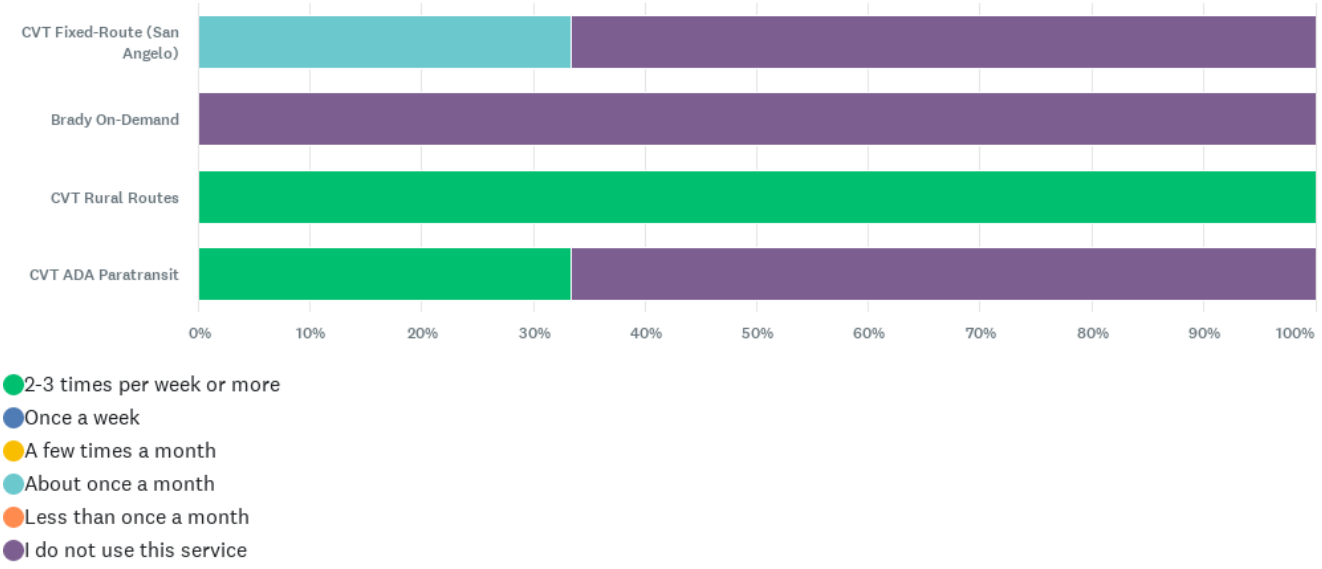


Approximately 70 percent of all respondents have a very positive or somewhat positive impression of CVTD. About 20 percent were unaware of the services, highlighting a lack of awareness of public transportation service in the community. Of those that responded that they were unaware of CVTD services, all were from rural portions of the service area. All respondents with a ZIP Code in San Angelo had a very positive or somewhat positive impression of CVTD services.

Question 8: Do you use CVTD services?

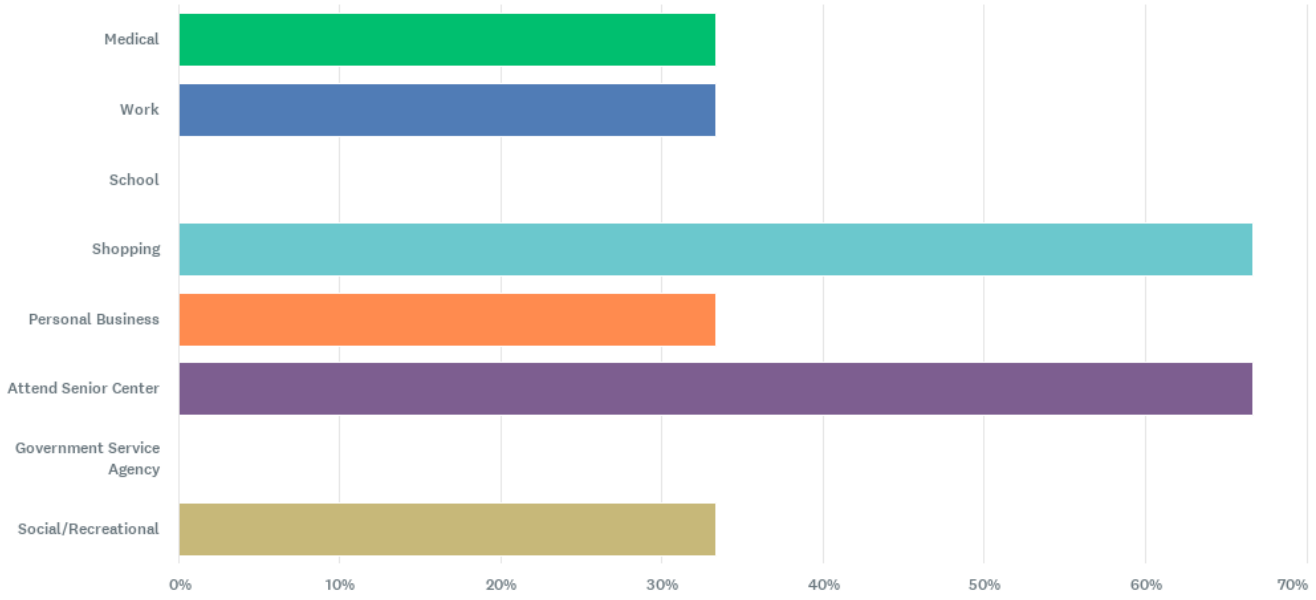
While most of the respondents do not use the service, they represent people that do. Many of the respondents represent community members who do use the system.

Question 9: Which of the following CVTD service options do you use, and how often do you use it?



Of the respondents that use CVTD services, CVTD Rural Routes are the most-used service followed by the urban fixed routes and ADA paratransit.

Question 10: What are the main reasons for your CVTD trips? Please check all that apply.



Shopping and attending a senior center are the most common trip purposes among respondents. This response rate is also due to administering the community survey at senior centers in the region. Medical, employment, personal business and social trips are the other trip purposes reported by survey participants.

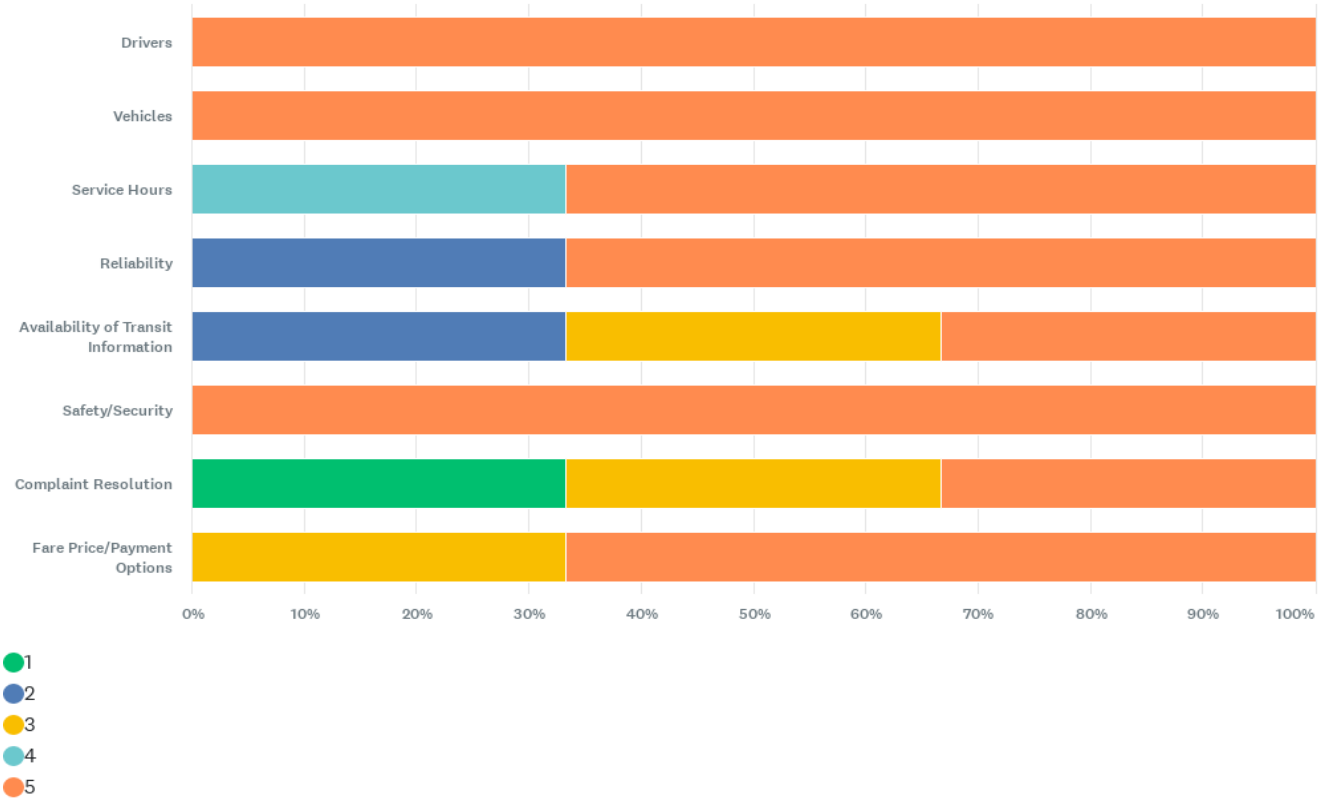
Question 11: Are you able to get to your primary destinations using CVTD services?

Of those respondents that use CVTD services, all participants noted that they can get to all the places they need to go.

Question 12: Are you able to reserve all the CVTD ADA Paratransit or Demand & Response trips that you need to?

Of the respondents that use the ADA paratransit system, 65 percent said they were always able to get a trip to where they needed to go, while 35 percent noted difficulty in some cases.

Question 13: How would you rate CVTD on a scale from one to five, with five being excellent?



Respondents were asked to rate on a scale of 1 to 5, with 5 being the best, different aspects of the CVTD service. Customers were most happy with the drivers, vehicles and safety of the CVTD system. Areas that need the most attention from the community perspective are complaint resolution and the availability of transit information. Issues with transit information is a major issue in both rural and urban areas. Complaint resolution was more of an issue for respondents in rural communities.

Question 14: Is there anywhere you would like to travel but cannot due to a lack of a vehicle or available transportation services?

There were several locations noted that community members have difficulty accessing. Many of these locations are out of the CVTD service area, such as:

- Abilene
- Lubbock
- Kerrville
- San Antonio
- Austin
- Dallas

Others noted that service times make it difficult to access employment options outside of the 9-to-5 timeframe. One participant noted difficulty using the app for the Brady on-demand service.

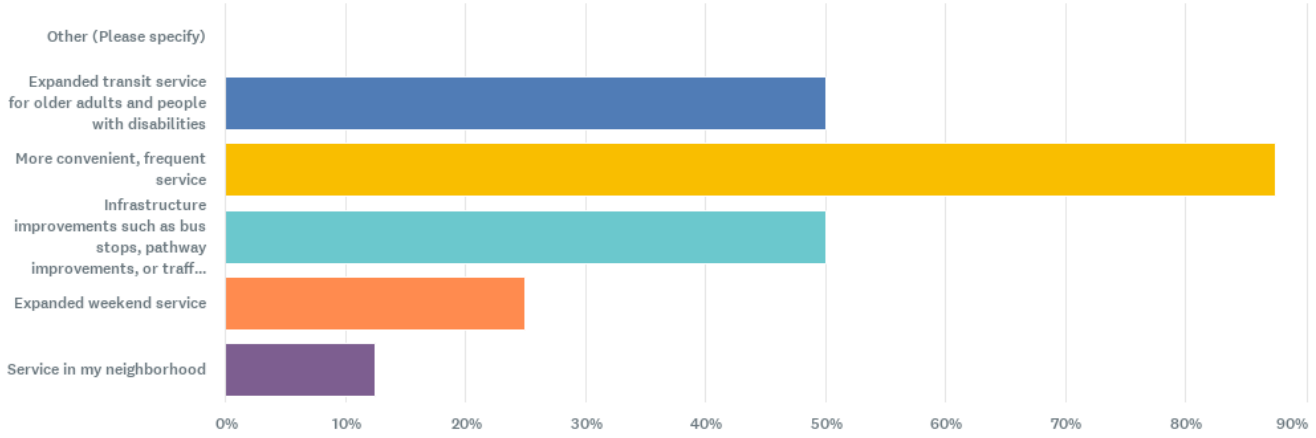
Question 15: If you do not use CVTD, please indicate why not:

The vast majority of respondents indicated that they either prefer to drive themselves or that they were unaware of the CVTD services available to them.

Question 16: If you do not use CVT, could certain improvements attract you to using the services?

When asked if there were improvements that could get respondents to ride the service, fifty percent indicated "yes" and the other half "no."

Question 17: Which of these improvements would help you use CVTD services?



Of those who indicated that improvements could persuade them to ride more frequently, expanded services for seniors and people with disabilities, along with improved transit infrastructure were the top aspects. Both urban and rural customers focused on convenience and frequency. Rural respondents were also concerned with expanded services for older adults and people with disabilities.

Question 18: Which neighborhood?

Question 18 asked individuals to identify underserved neighborhoods, but no responses were given.

Question 19: Other Comments

Participants were asked to give additional comments. The majority included commendations and being thankful that CVTD exists for human services clients. One respondent noted that out-of-region service is needed. Another respondent noted that the Brady on-demand service is not preferable to the seniors in the community, particularly compared to the rural routes.

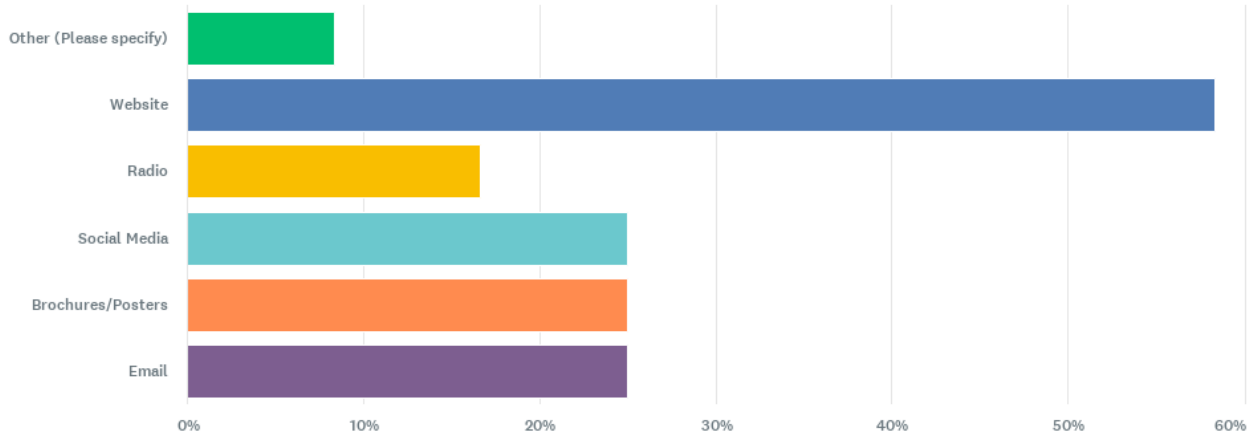
Questions 20, 22 - 27

These questions asked respondents to provide demographic and income information that may be used by CVTD and CVCOG for any Title VI planning considerations in the future. Full survey data will be made available to CVCOG and it's transit and planning partners per request. Highlights of demographic information collected include:

- Respondent age: 54% were 25-49, 23% were 50-64, 23% were 65+
- Approximately 60% of respondents were employed full or part-time, 23% were retired and 15% were a stay-at-home spouse.
- Income levels amongst participants were evenly distributed.
- 39% of all respondents had a disability.
- 23% of respondents were veterans.

Question 21: How would you prefer to receive information about CVTD services?

Results from Community Members

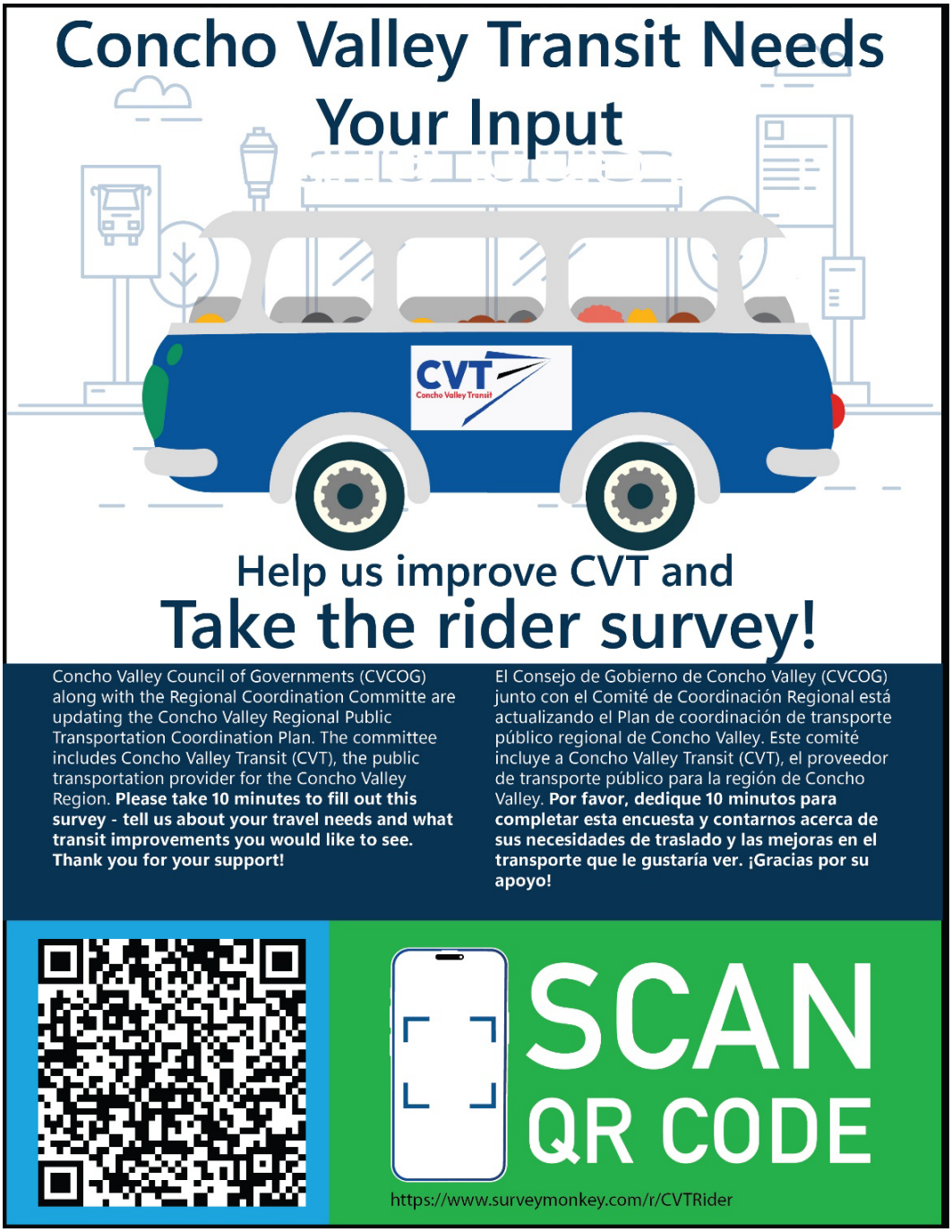


Participants were asked about how they would prefer to receive information about CVTD services. The majority preferred to use the CVTD website. One respondent who chose "Other" specified that they preferred text messages.

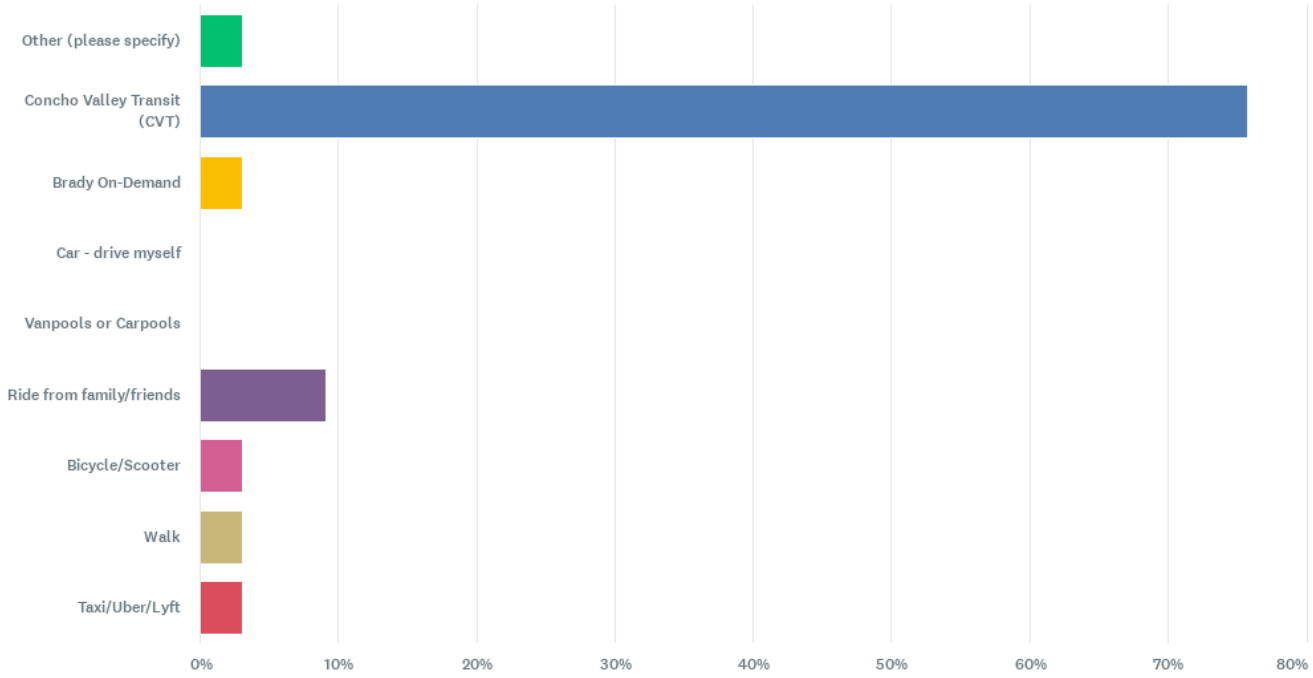
Concho Valley Transit Rider Survey

In addition to the community survey the project team developed a rider survey (Appendix B). Hard copies of the survey were available at the CVTD office, but the majority of responses came from the online survey tool. Transit users accessed the tool from a flyer (**Figure 2-3**) posted on each CVTD transit vehicle. A total of 33 responses were submitted and are summarized below.

Figure 2-3: Transit Rider Survey



Question 1: What is your primary mode of transportation?



Unsurprisingly, the vast majority of the rider survey respondents (75%) chose CVTD as their primary mode of transportation. Rides with family and friends was the next highest response at 10 percent.

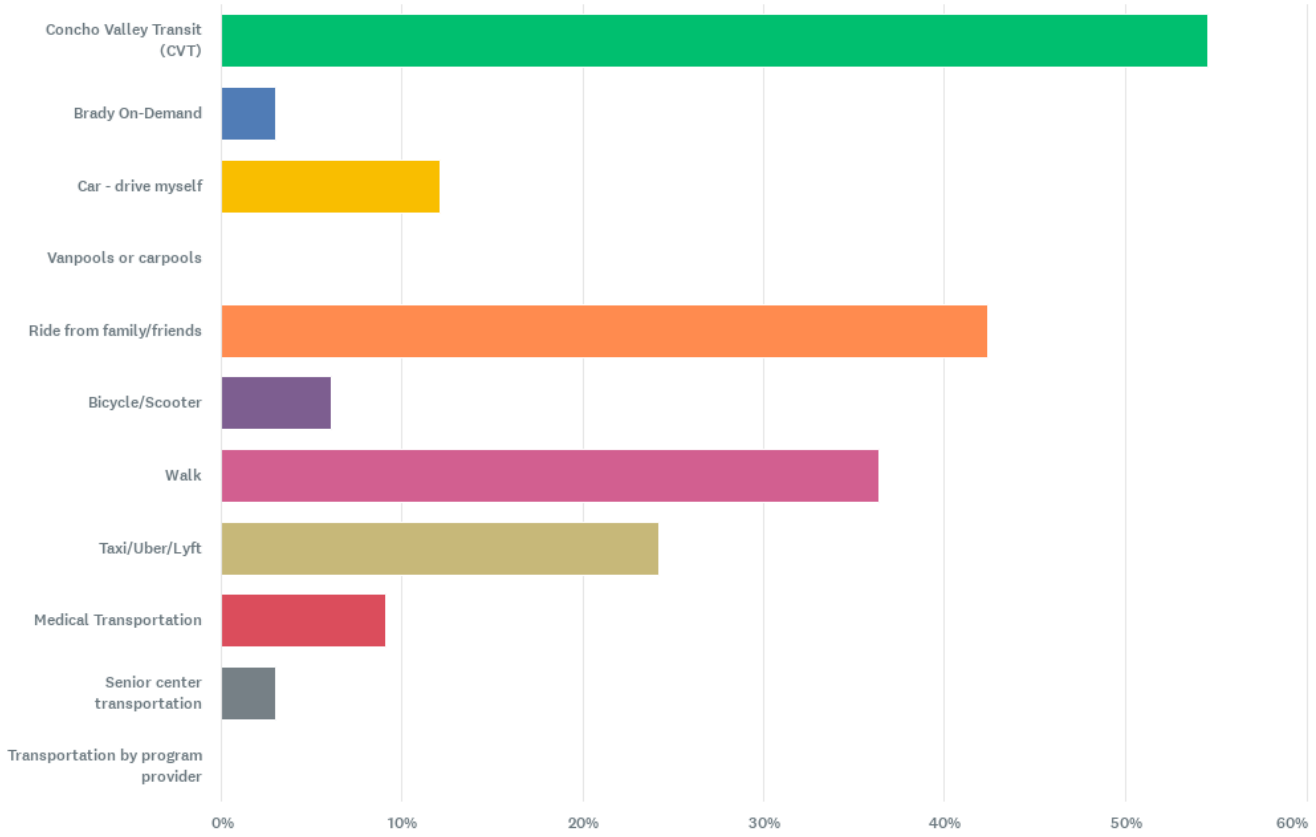
Question 2: What places are your primary destinations for travel?

Respondents were asked to identify by name the places they went to the most. The top five answers include:

1. Employment (San Angelo mostly)
2. Shopping (HEB and Walmart)
3. Medical facilities (dialysis and doctors' offices)
4. ASU
5. Library

The majority of respondents are from the CVTD urban fixed routes in San Angelo, and the responses regarding locational data from this survey reflect this aspect of the people who participated in the survey effort.

Question 3: What are other modes of transportation you use for travel in the Concho Valley region?



Beyond their primary mode of transportation, participants noted that CVTD, rides from family and friends, and walking were the other ways they got to where they needed to go. Twenty-five percent of respondents used taxis or TNCs for trips on occasion, and another 15 percent used their own car, indicating that the fixed-route service is attracting some choice riders.

Question 4: Which transportation provider?

Question 4 asked respondents to name other transportation providers they used beyond CVT. There were no responses that named other specific service providers.

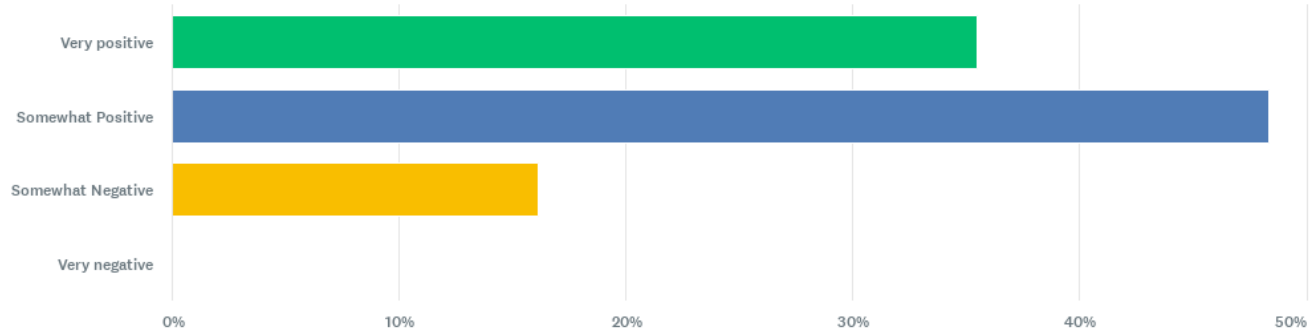
Question 5: Do you have a driver's license?

Of those that responded, 55 percent have a valid driver's license and 45 percent do not.

Question 6: Do you have a car available on a regular basis?

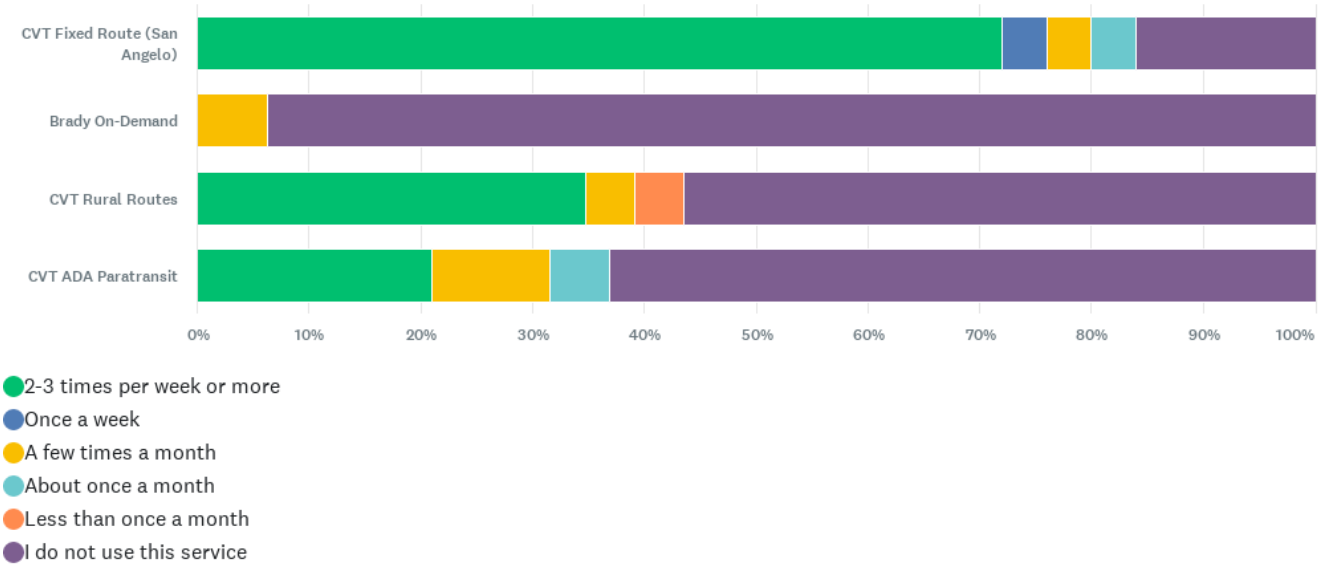
Only about 15 percent of respondents noted that they have access to a vehicle on a regular basis.

Question 7: What is your overall impression of CVTD services?



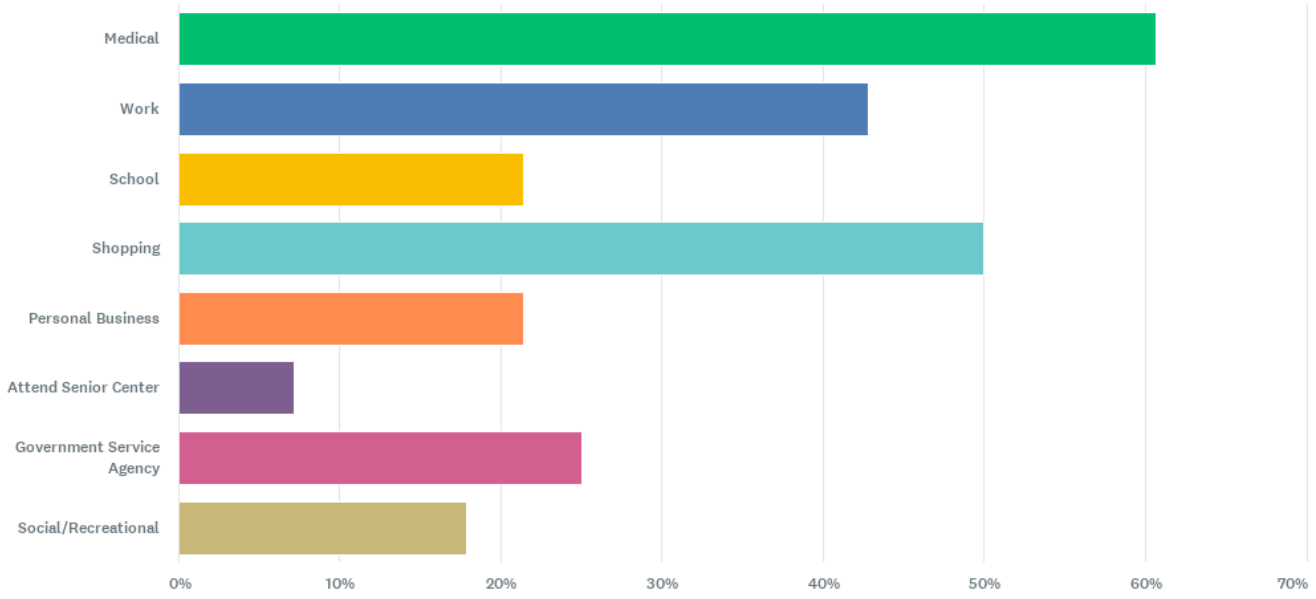
Eighty-five percent of those taking the survey noted that they have a very positive or somewhat positive impression of CVTD.

Question 8: Which of the following CVTD service options do you use, and how often do you use it?



The most popular service amongst respondents is the urban fixed-route service, followed by the rural routes and paratransit.

Question 9: What are the main reasons for your CVTD trips?



CVTD customers use transit for a variety of trip purposes, and the most common trip purposes are medical, shopping and work trips.

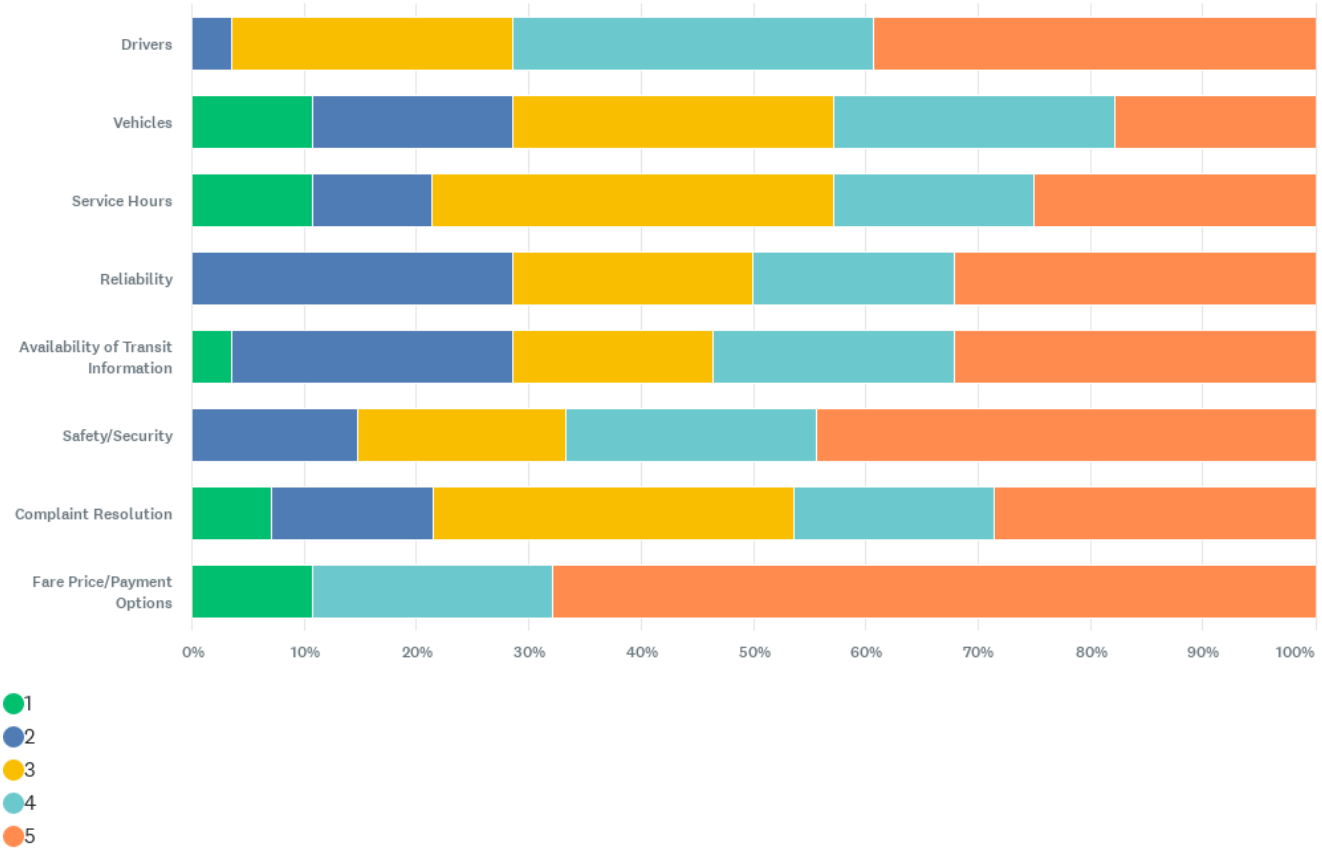
Question 10: Are you able to get to your primary destinations using CVTD services?

One-hundred percent of respondents indicated that they could get to all of their primary locations using CVTD (in the CVTD service area).

Question 11: Are you able to reserve all the CVTD ADA Paratransit or Demand Response trips that you need?

Of the respondents that use the paratransit services, 10 percent indicated that they have had difficulty at some point scheduling a paratransit trip.

Question 12: How would you rate CVTD on a scale from one to five, with five being excellent?



Fares, safety and drivers scored the highest amongst the various service aspects of CVTD. Areas that need improvement include access to transit information, reliability, service hours and vehicles.

Question 13: What do you like the most about CVTD?

The question asked participants to write in the aspect of the service they liked best. The top five answers included:

1. Drivers
2. Access to destinations
3. Six days a week service in San Angelo
4. ASU pass
5. Convenience

Question 14: What do you like the least about CVTD?

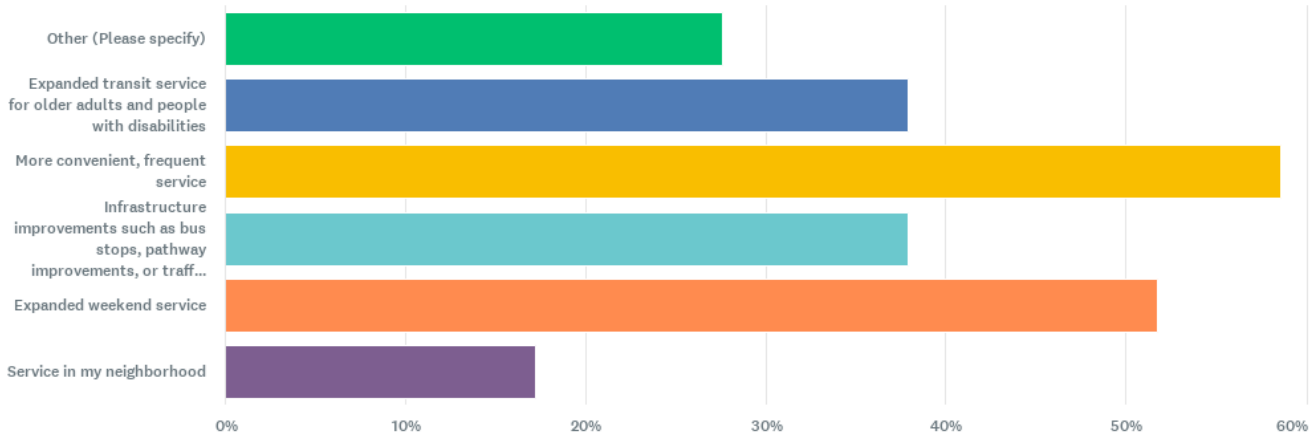
Respondents wrote is aspects of the CVTD service they feel need improvement. The top five answers were:

1. Hours of service
2. Passenger conduct enforcement
3. Technology difficulties (Passio App)
4. Communication with customers
5. Late and/or early service (demand-response customers noted late pick-up; fixed-route customers noted the buses can run hot)

Question 15: Is there anywhere you would like to travel but cannot due to a lack of a vehicle or available transportation services?

Participants were asked to identify locations they could not access due to lack of services. Several locations were noted including the airport and out of region locations (Austin, Houston, San Antonio). Others noted that employment trips outside of the CVTD service hours are difficult. It was further noted that return trips from medical appointments can be difficult if the rider is randomly discharged from a hospital or their doctor's visit runs late.

Question 16: Which of these improvements would help you use CVTD services more often?



Of the potential improvements to CVTD services, participants indicated that frequency, expanded weekend service, service for transit-dependent populations, and improved transit infrastructure were the most pressing aspects to improve.

Question 17: Which neighborhood?

Question 17 asked participants to identify specific neighborhood(s) for service improvements. There were no responses to this question.

Question 18: Do you have other comments to add?

This question was a comment field for respondents to leave additional comments. The main themes in this response included:

- Passenger conduct and enforcement
- Difficulty using the tracking app
- Length of paratransit trips, scheduling difficulties, and coordination between medical providers and CVTD

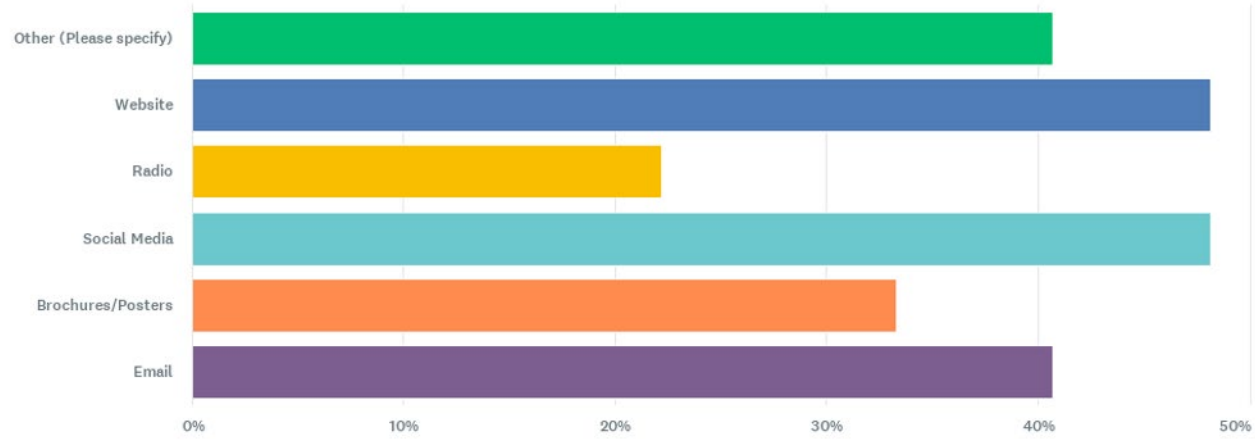
Questions 19–20 and 22–26

These questions focused on demographics for CVTD and CVCOG to use for Title VI planning purposes in the future. Full survey data will be made available to CVCOG and its transit and planning partners per request. Highlights of demographic information collected include:

- Respondent age: 12% were 18-24, 37% were 25-49, 28% were 50-64, and 22% were 65+
- Approximately 30% of respondents were employed full-time, 22% were retired and 19% were unemployed.
- The majority of respondents made $20,000 a year or less.
- 49% of all respondents had a disability.
- 13% of respondents were veterans.

Question 21: How would you prefer to receive information about CVTD services?

Results from Riders:



Participants were asked about how they would prefer to receive information about CVTD services. Most respondents preferred to get information from the CVTD website or social media. The majority of participants who responded with "Other," specified that they preferred text messages. Passio or CVTD apps were also mentioned as was handing out pamphlets when passengers are dropped off.

Health and Human Services Survey and Interviews

To obtain information on client transportation needs and perceptions of passenger transportation services in the Concho Valley region, the study team developed a survey for use with select public health and human services providers (Appendix C). The survey was sent to the following providers:

- Concho County Hospital
- Kimble Hospital (Kimble County)
- Frontera Healthcare Network (Mason County)
- Heart of Texas Healthcare (McCulloch County)
- McCulloch County Resource Center
- Reagan County Care Center
- Family Clinic (Sterling County)
- La Esperanza Clinic (Tom Green County)
- Wesley Nurse (Tom Green County)
- Shannon Health System/Medical Center (San Angelo, Ozona, Big Spring, and Del Rio)
- Mental Health and Intellectual and Developmental Disability Authority (Tom Green, Coke, Concho, Crockett, Irion, Reagan, and Sterling Counties)
- Disability Connections – LIFE Inc. (Tom Green County)
- West Texas Rehabilitation Center (San Angelo, Ozona)

While response to the questionnaire was limited, representatives from La Esperanza Clinic and West Texas Rehabilitation Center did respond to the survey and were available for interviews. A representative from Shannon Health System/Medical Center also responded to specific questions via email.

La Esperanza Clinic

La Esperanza Clinic provides primary and preventative health and dental care services to clients in San Angelo and rural areas of the Concho Valley. La Esperanza has three brick-and-mortar clinics in San Angelo (Buick Street, South Chadbourne and 31st Street), as well as a mobile clinic that travels to rural areas of the Concho Valley. (Gas prices were mentioned as an issue to mobile service in Ozona.) La Esperanza Clinic does participate in the Concho Valley RCPC's quarterly meetings.

La Esperanza Clinic uses fixed-route (bus passes), demand response (advance reservation through CVTD), and ADA complementary paratransit (through CVTD). La Esperanza distributes transit/paratransit passes to eligible clients for medical appointments and social services. Some clients need additional assistance from drivers: curb-to-curb, door-to-door, door-thru-door, ability to travel with personal care assistant or escort, or help with a limited number of bags.

La Esperanza Clinic reports that one of the biggest obstacles for certain clients is difficulty in understanding the transit system's language or literacy. There was also interest expressed to receive more education about other transportation services like NEMT and the desire to learn more about microtransit services.

Barriers that limit their clients' mobility include:

- The affordability of those transportation services
- Limited hours and days of existing services
- Inconvenient or lengthy path of travel
- Difficulty in reaching someone for the pick-up
- Getting to and from appointments for older adults
- Individuals with family members that need to ride along

West Texas Rehabilitation Center

West Texas Rehabilitation Center (WTRC) provides outpatient rehabilitation (physical, occupational, and speech therapy) in the San Angelo and Ozona areas. WTRC does participate in the Concho Valley RCPC's quarterly meetings. CVTD provides a discount on monthly bus passes for WTRC clients. In FY2025, WTRC estimates that the agency spent $60.00 on CVTD bus passes, $175.00 on Taxi/Uber, and $175.00 on gas assistance for individual clients.

WTRC uses fixed-route (bus passes) and ADA complementary paratransit (through CVTD). They distribute transit/paratransit passes to eligible clients for medical appointments and shopping, as needed. Some of their clients need additional assistance from drivers—curb-to-curb, door-to-door, door-thru-door, or help with a limited number of bags.

WTRC reports not being able to accommodate all requests for trips for their clients; the biggest obstacles are funding source parameters (e.g., limited trip purpose eligibility) or patient doesn't qualify for assistance.

Barriers that limit their clients' mobility:

- Lack of public transportation service in their area
- The affordability of transportation services
- Client eligibility restrictions imposed by various funding sources

The greatest coordination and mobility obstacle(s) in their service area:

- Older adult patients with no family members who need transportation to and from medical appointments, shopping, etc.
- Programs that have eligibility restrictions imposed by various funding sources

Shannon Health System/Medical Center

Shannon Health System is a locally-based healthcare provider with more than 30 locations in the Concho Valley area. A representative from Shannon Health did respond to specific questions (via email) about how they are able to assist patients with trips to and from scheduled medical appointments.

- Shannon Health does provide access for transportation to and from scheduled appointments for their patients.
- Shannon Health does not use their own vehicles to transport patients, and they are not enrolled as a Texas Medicaid Non-Emergency Medical Transportation (NEMT) provider.
- Shannon Health provides gas vouchers, Lyft, and daily bus passes (CVTD). They can also utilize a taxi, if needed.

Summary: Stakeholder Engagement

The stakeholder engagement efforts revealed a number of issues, typically differing between the rural areas and San Angelo. This effort included a wide range of input from stakeholders, riders, public officials and the general public. The input is summarized as follows:

Issues: Rural Areas

Eleven of the 13 counties served by CVTD are very sparsely populated with one or two vehicles serving each county. McCullough County with its larger population and major shopping is the exception.

- **Awareness** – This has been cited repeatedly in the engagements. It is an essential that the public/stakeholders/riders understand the demands and costs of long-distance rural transit and the high cost of each trip – inherent in this form of transit is an important part of the message.

- **Service Hours** – Some feedback indicated that the rural areas needed later service to meet needs beyond 5:00 p.m.

- **Long Layover on Regional Trips** – CVTD has expanded schedules to include some mid-day returns. For those counties without that option, riders might have to wait all day in San Angelo for a return trip after a 20-minute medical appointment (for example).

- **Out of Region Service** – Some counties in both the east and west ends of the region have residents that prefer to go to cities outside the region for healthcare and shopping. For example, residents in Mason can go to San Angelo on any day – over 110 miles each way. These residents overwhelmingly (according to the driver) go to Fredericksburg (45 miles) for these trips.

- **Brady Microtransit** – The microtransit service in Brady competes with the day in advance service and interferes with senior service. These services should be combined as one.

Issues: San Angelo

CVTD's urban service in San Angelo has a different set of issues and needs compared to the rural areas. It should also be noted that the San Angelo service has good ridership from a diverse set of riders with a variety of needs.

- **Continue Coordination Efforts** – Unlike many communities CVTD coordinates well with the Veterans Administration. Enhanced coordination with Shannon Health is something that CVTD is seeking. CVTD should continue working with ASU.

- **Service Hours** – There were a number of requests for later service, to address the needs of retail and restaurant employees, among others. Typically providing service until at least 10:30 PM.

- **Goodfellow AFB** – The base has strict security that must be adhered to. There are a number of potential service designs that may be able to meet these requirements, such as microtransit.

Chapter 3
Geographic Assessment

Introduction

This chapter of the Concho Valley Regional Public Transportation Coordination Plan contains information conducted by the consultant team on the geographic assessment of all counties in the Concho Valley planning region. This assessment helps set the basis for considering the setting of the region and the places its residents are traveling to and from, in order to determine the particular needs for transportation connections. Key findings from the geographic assessment are important to determine the Service Gaps and Duplication analysis in Chapter 6 of this plan.

The assessment utilizes a combination of data sources to identify businesses, organizations, residential developments, and other places as notable trip generators in the region. The analysis also uses American Community Survey (ACS) data and Longitudinal Employer Household Dynamics (LEHD) data from the US Census Bureau for insights on employment travel in each of the region's counties. In addition, the consultant team also identified urban areas and jurisdictional boundaries for making further geographic distinctions relevant to transportation service.

Regional Map

The Concho Valley region is located in central West Texas and consists of 13 counties: Coke, Concho, Crockett, Irion, Kimble, Mason, McCulloch, Menard, Reagan, Schleicher, Sterling, Sutton, and Tom Green Counties. The region is named for the Concho River and its tributaries, which generally flow eastward through Tom Green County, and have historically influenced settlement patterns and transportation corridors across the area.

The Concho Valley is bordered by the Permian Basin to the west, and the Hill Country to the east. The region encompasses a large geographic area characterized by low population density, widely-dispersed communities, and long travel distances between population centers. These geographic characteristics shape travel behavior and influence how residents access employment, services, and regional destinations.

Following the release of the 2020 US Census, the Federal Transit Administration (FTA) continues to apply a population threshold of 50,000 when determining whether an area qualifies as an Urbanized Area (UZA) for eligibility under the Urbanized Area Formula Program (Chapter 5307), and for metropolitan planning organization (MPO) requirements. Under this definition, San Angelo is the only urbanized area within the Concho Valley region. While Brady is the second most populous community in the region and is classified as a census-defined urban area, it remains below the FTA threshold for designation as an urbanized area.

The remainder of the Concho Valley region consists primarily of small cities, towns, Census Designated Places (CDPs), and unincorporated communities distributed across a predominantly rural landscape. Many of these communities are separated by considerable distances and rely heavily on regional highway connections to access employment, healthcare, education, services, and other regional destinations.

Several major highways provide connections between population centers and outlying communities throughout the region. US Highway 87 functions as a major northwest–southeast corridor, connecting San Angelo with communities such as Sterling City, Big Lake, and Brady. US 277 provides additional north–south and southeast connectivity linking San Angelo to Eldorado, Sonora, and Junction. US 67 serves as an important southeast–northwest route through Tom Green County. Interstate 10, located along the southern edge of the region, passes through Junction, Sonora, and Ozona, providing an important corridor for long-distance travel.

Concho Valley Transit District (CVTD) provides public transportation services throughout the entire region. The service is organized into two distinct service types: an urban system operating fixed routes within San Angelo, and a rural system providing demand-response service across all 13 counties, including areas of Tom Green County outside the San Angelo urbanized area. This structure allows CVTD to serve both concentrated population centers and widely-dispersed rural communities, supporting access to employment, healthcare, education, and other essential destinations throughout the region.

Figure 3-1 presents the full extent of the Concho Valley region, including county boundaries, Census Designated Places (CDPs), urban and urbanized areas, Metropolitan Planning Organization (MPO) boundaries, and rural area classifications. **Figure 3-2** provides a closer view of San Angelo and its surrounding area, highlighting the region's sole urbanized area, the San Angelo MPO boundary, and nearby small cities and towns.

Figure 3-1: Concho Valley Region Geography

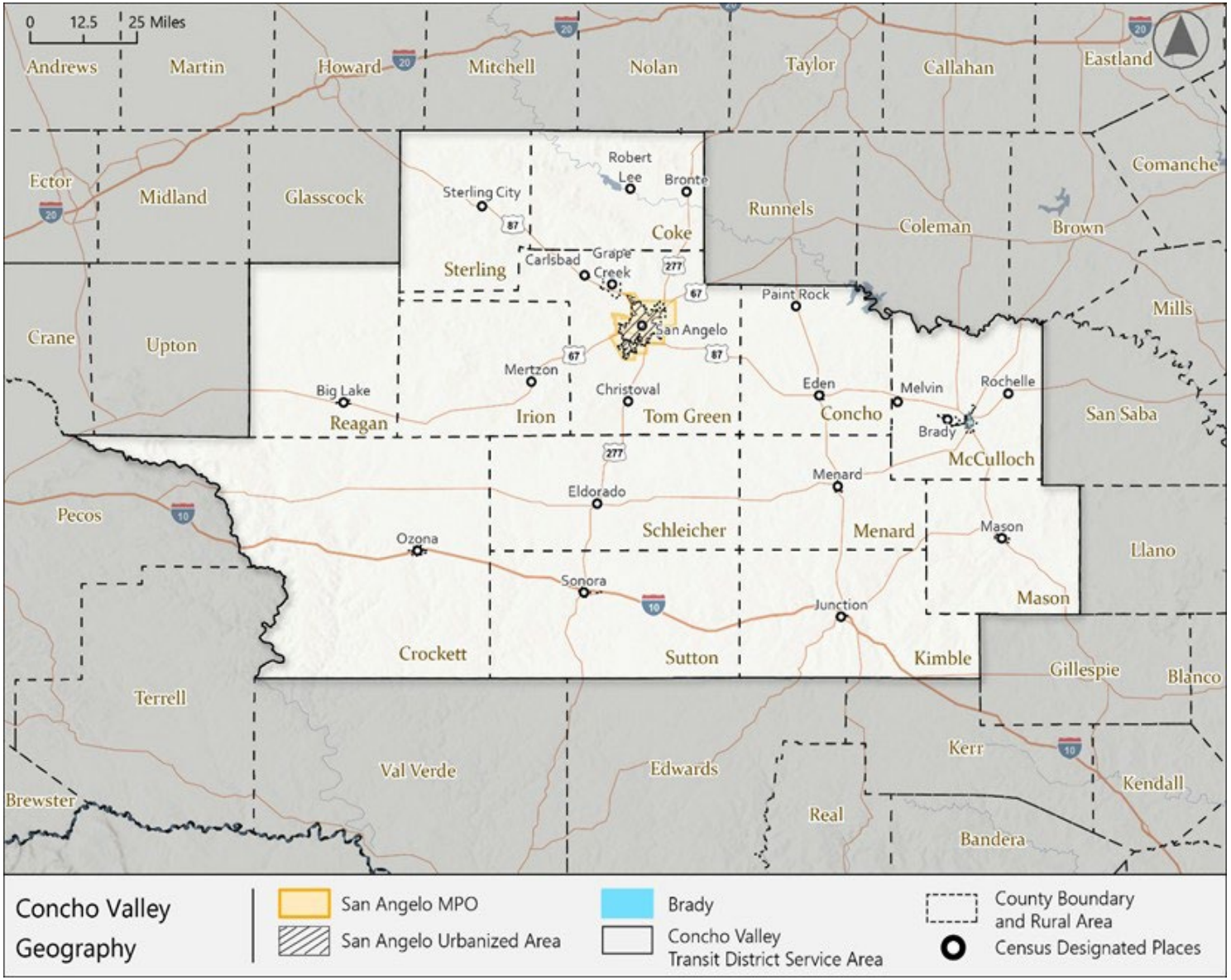
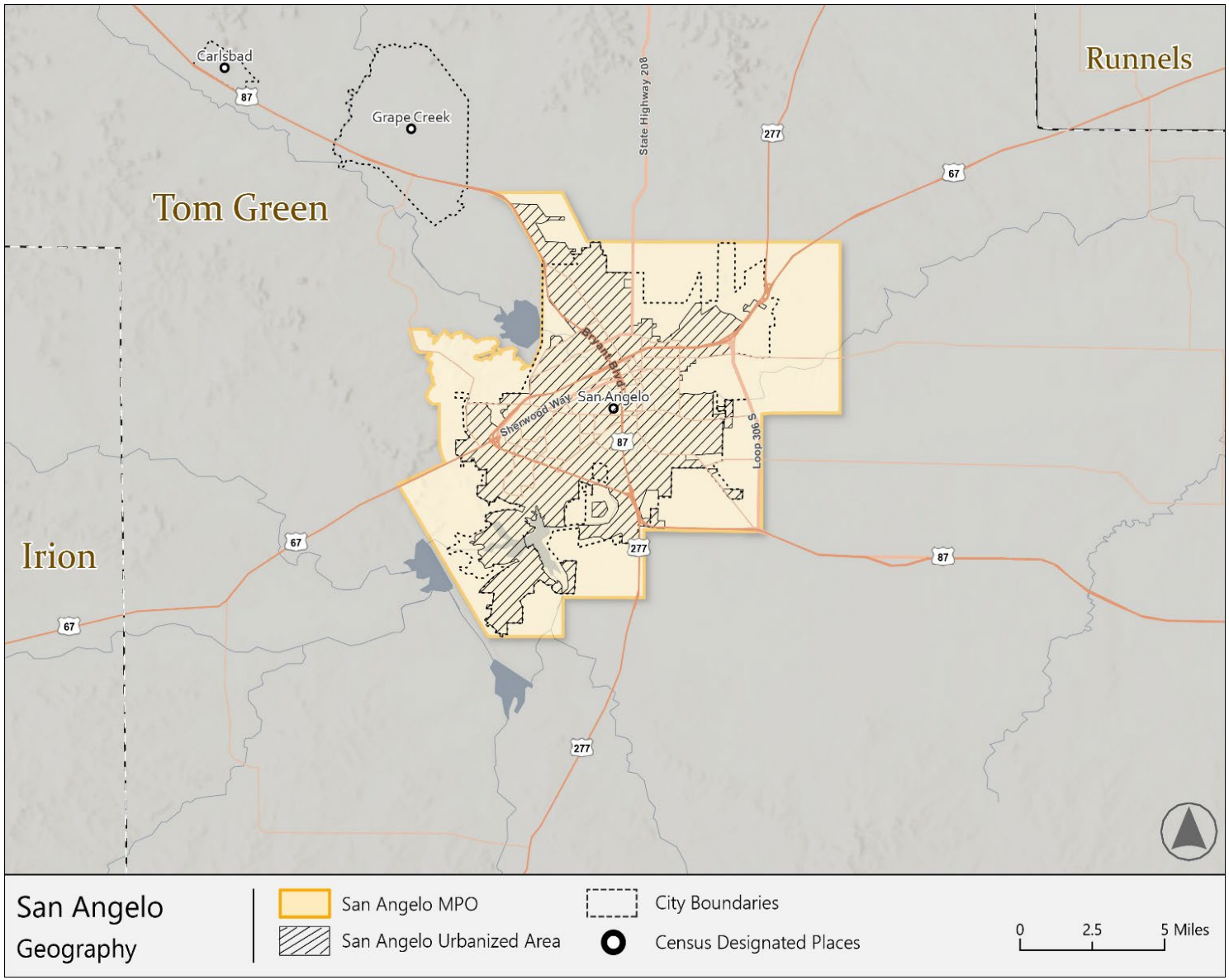


Figure 3-2: San Angelo Geography and Boundaries



Trip Generators

In this chapter, KFH Group identifies land uses and major trip generators in the study area to complement the above demographic analysis by indicating where transit services may be most needed. Trip generators are key as they attract transit demand, including common trip origins and destination points. Employment travel patterns reveal the commuting behaviors of residents and pinpoint areas with high demand for work-related trips. This chapter delves deeper into these categories to provide a more comprehensive overview of travel patterns in the region.

Major Trip Generators

This chapter lays out the locations of major trip generators in the Concho Valley region, which are common origins and destinations for people traveling within the region, and some possibly traveling from or to places outside the region. Examples of trip generators serving as travel origins consist of multi-unit housing and residential communities. Conversely, common trip destinations include medical and educational facilities, human services agencies, shopping centers, and major employers in the area. A full breakdown of major trip generators by type is provided below.



Multifamily Housing: Residential structures that house more than one unit or family, often on multiple floors or larger tracts of land.



Major Employers: Employers in the region with more than 100 employees in one building or on one campus.



Medical Facilities: Including hospitals, urgent care, dialysis centers, doctors' offices and other medical facilities.



Shopping Centers and Grocery Stores: Shopping centers with multiple retail outlets or large grocery stores such as Walmart and HEB.



Educational Facilities: Higher education, including community colleges and universities in the region such as Angelo State University (ASU).



Human Services Agencies: Organizations and agencies that provide a variety of services for health, wellness, or social programs. These include libraries, community centers, adult daycare centers, recovery organizations, assisted living facilities, dialysis centers, etc.

The consultant team gathered information on trip generators from OpenStreetMap and Google Maps data. Major employers were sourced from San Angelo Development Corporation and Concho Valley Economic Development District. **Figure 3-3** shows the map of trip generators identified for the overall region. **Figures 3-4 and 3-5** provide closer examinations of trip generators located in the San Angelo urbanized area and Brady.

Key observations derived from the land use analysis by trip generator categories are as follows:

- San Angelo has a wide range of human services agencies and organizations, including libraries, community centers, senior centers, food pantries, civic buildings, correctional facilities, nursing and assisted living facilities, and mental health and rehabilitation centers. Additional agencies are located in the major towns throughout the Concho Valley region.

- San Angelo has a diverse mix of trip generators, including grocery stores, shopping centers, medical facilities, human services organizations, Angelo State University, and Goodfellow Air Force Base.

- San Angelo contains the largest concentration of multi-family housing and low-income or senior housing apartments in the area, with many developments located along the West Loop 306 corridor on the south side of the city and near Angelo State University.

- Concho Valley Regional Hospital, Shannon Medical Center, and Shannon South Hospital are major hospitals in San Angelo. The Heart of Texas Healthcare System in Brady is also a major trip generator and employer in the Concho Valley region as a whole. Dialysis centers are also located throughout the area.

- The most common big-box stores include Walmart and H-E-B. In San Angelo, Sunset Mall and the Village Shopping Center are major shopping-related trip generators.

- Across the rural portions of the Concho Valley region, trip generators are limited and are primarily concentrated within small towns that serve as local service hubs. These communities generally include basic retail, medical services, human services organizations, and local government functions that generate travel demand for surrounding rural areas.

- Key rural communities include Robert Lee, Bronte, Eden, Ozona, Junction, Menard, Big Lake, Eldorado, Sterling City, and Sonora. In most of these towns, trip generators consist of grocery stores, medical clinics, senior centers, community facilities, and county courthouses, with few major employment centers outside of local government, education, or healthcare.

- Brady, located in McCulloch County, functions as a more concentrated rural population center within the Concho Valley region. Brady includes a broader mix of trip generators such as shopping (Walmart), emergency medical services, dialysis, and human services organizations.

Figure 3-3: Concho Valley Region Trip Generators

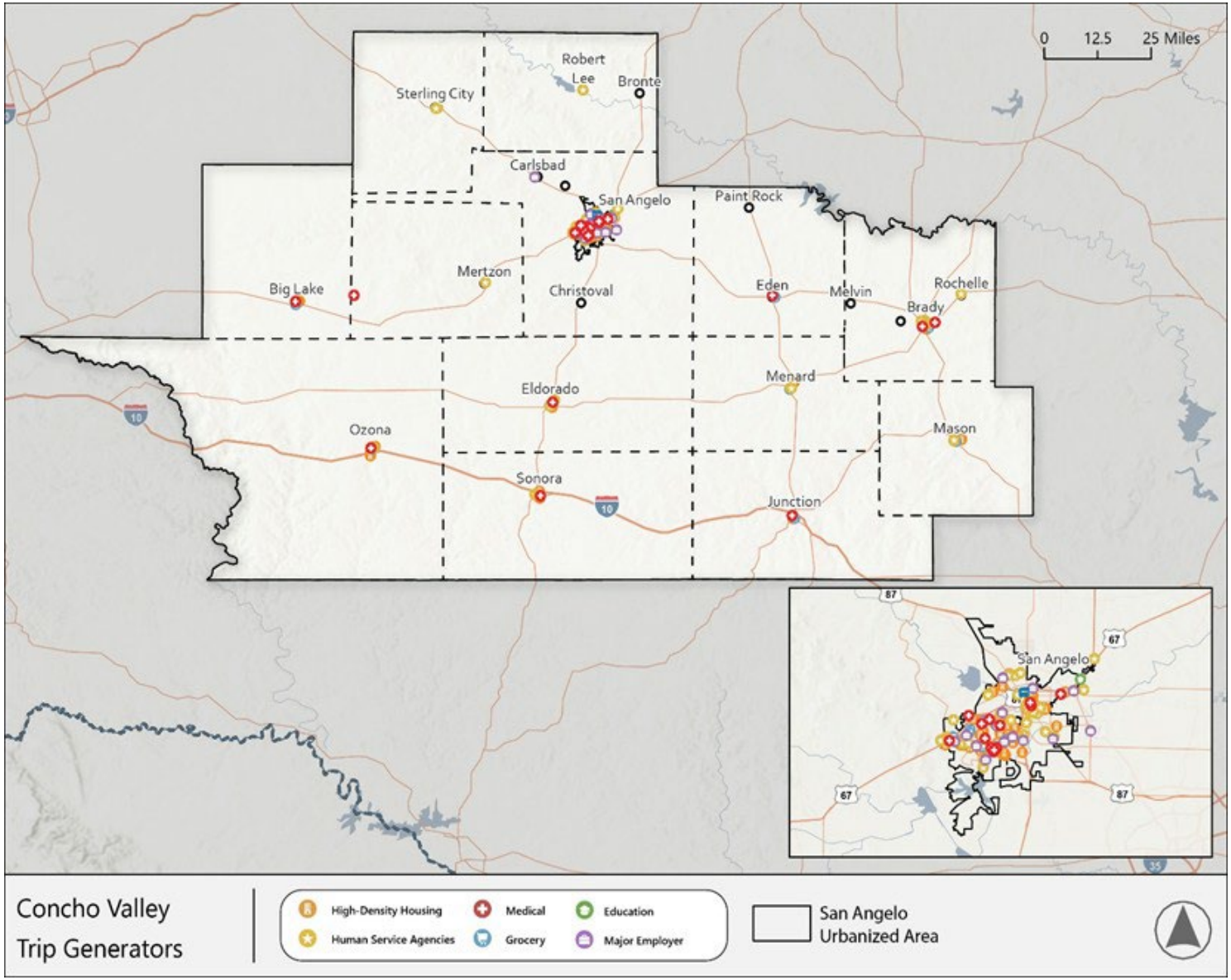


Figure 3-4: San Angelo Trip Generators

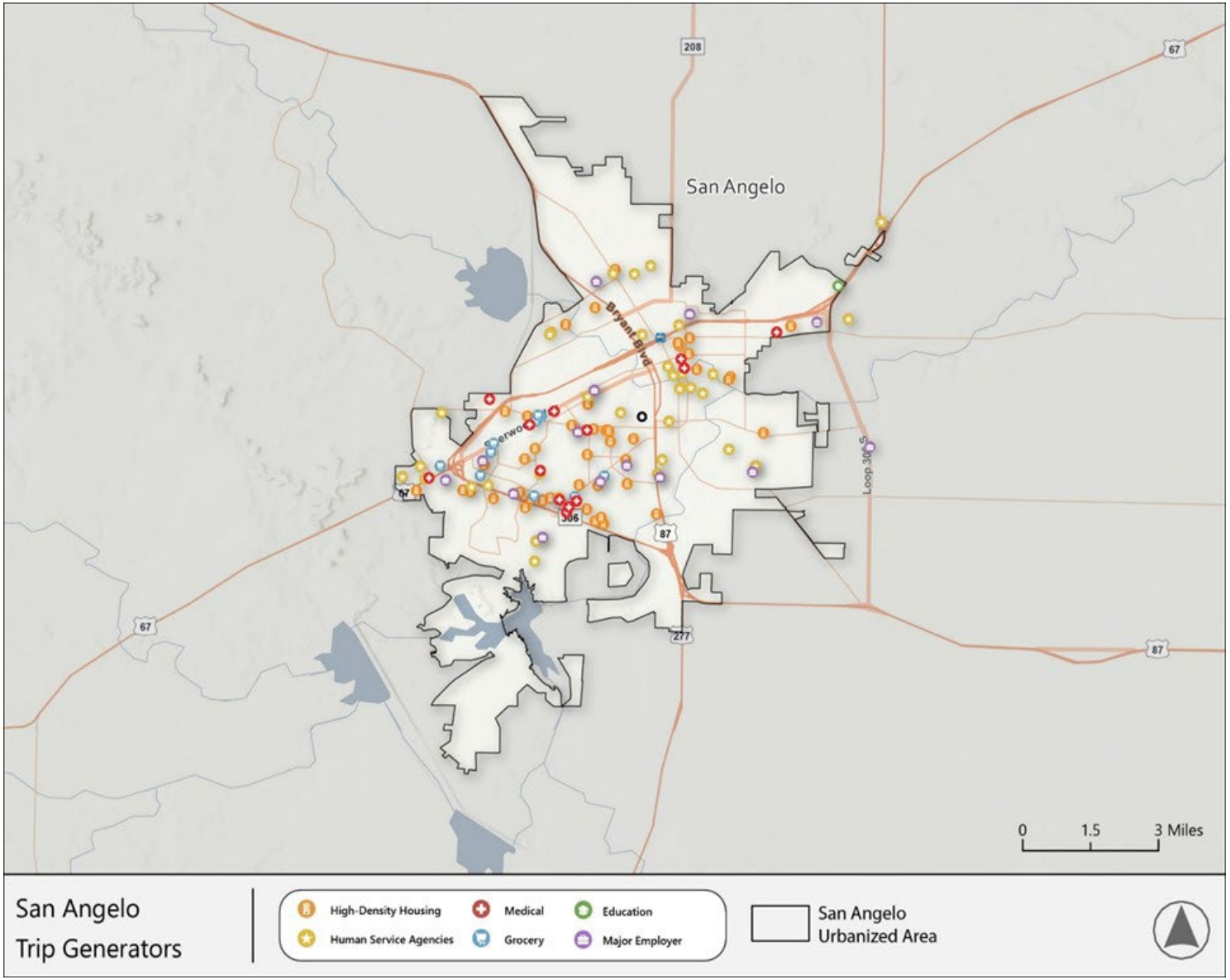
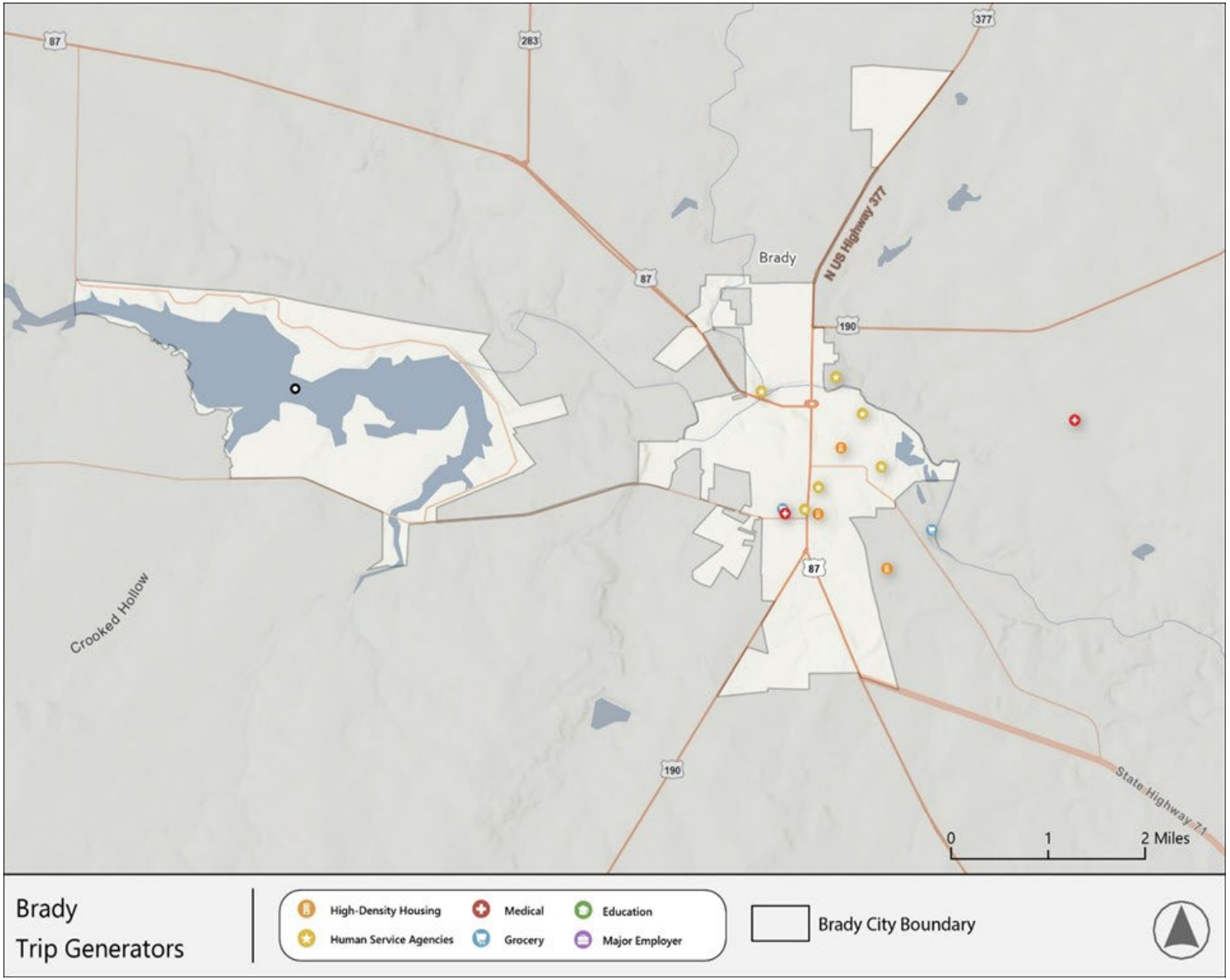


Figure 3-5: Brady Trip Generators



The remainder of this chapter provides definitions and detailed tables for all identified trip generators in the Concho Valley region within each of the six generator categories.

Human Services

Human Services include organizations and agencies that provide a variety of services for health, wellness, or social programs. These include libraries, community centers, adult daycare centers, recovery organizations, assisted living facilities, and other places with assistive programs.

Table 3-1: Human Services Agencies in Concho Valley Region

Name	Address	Business Type
J Cleo Thompson Wellness Center	104 Medical Dr, Ozona, TX 76943	Adult Day Care
Brayden Park Assisted Living & Memory Care	2695 Valleyview Blvd, San Angelo, TX 76904	Assisted Living
San Angelo State Supported Living Center	11640 US-87, Carlsbad, TX 76934	Assisted Living
Royal Oaks Assisted Living	1900 Nine Rd, Brady, TX 76825	Assisted Living Center
Biomat USA	2575 Sunset Dr, San Angelo, TX 76904	Blood Bank
Vitalant - San Angelo	2020 W Beauregard Ave, San Angelo, TX 76901	Blood Bank
Jubilee House of Brady	104 E 5th St Suite B, Brady, TX 76825	Care Services
Busy Bee Day Care Center	507 Railroad St, Sonora, TX 76950	Child Care Center
Carl Ray Johnson Recreation Center	1103 Farr St, San Angelo, TX 76903	Community Center
Concho Valley Community Action Agency	133 W Concho Ave Suite 301, San Angelo, TX 76903	Community Center
Daybreak Community Services	122 River Oaks St, San Angelo, TX 76903	Community Center
Irion County Community Center	112 W Duncan Ave, Mertzon, TX 76941	Community Center
Northside recreation center	2722 N Magdalen St, San Angelo, TX 76903	Community Center
Rochelle Community Center	5905 Crew Ave, Rochelle, TX 76872	Community Center
Schleicher County Community Center	427 US-277, Eldorado, TX 76936	Community Center
South Side Recreation Center	2750 Ben Ficklin Rd, San Angelo, TX 76903	Community Center
Sterling County Community Center	3rd St &, Main St, Sterling City, TX 76951	Community Center
Roy K Robb Corrections Facility	3262 US-277, San Angelo, TX 76903	Correctional Facility
Tom Green County Jail	4382 N US Hwy 277, San Angelo, TX 76905	Correctional Facility
Concho Valley Regional Food Bank - Food Distribution Center	1313 S Hill St, San Angelo, TX 76903	Food Bank
Rust Street Ministries - Food Distribution Center	803 Rust St, San Angelo, TX 76903	Food Bank
Food Stamps	622 S Oakes St, San Angelo, TX 76903	Govt. Office
Health & Human Services	622 S Oakes St E, San Angelo, TX 76903	Govt. Office
Public Housing Authority	420 E 28th St, San Angelo, TX 76903	Govt. Office
Goodfellow Library	265 Kearney Boulevard, San Angelo, TX 76908	Library
Tom Green County Library - Angelo West Branch	3013 Vista Del Arroyo Dr., San Angelo, TX 76904	Library

Name	Address	Business Type
Tom Green County Library North Angelo Branch	3001 N Chadbourne St, San Angelo, TX 76903	Library
Tom Green County Library System--Stephens Central	33 W Beauregard Ave, San Angelo, TX 76903	Library
River Crest Hospital	1636 Hunters Glen Rd, San Angelo, TX 76901	Mental Health
Shannon Rehabilitation Hospital/Encompass Health	6102 Appaloosa Trail, San Angelo, TX 76901	Mental Health
Arbor Terrace Healthcare Center	609 Rio Concho Dr., San Angelo, TX 76903	Nursing Home
Cedar Manor Nursing & Rehab	1915 Greenwood St, San Angelo, TX 76901	Nursing Home
Lyndale San Angelo Senior Living	6101 Grand Ct Rd, San Angelo, TX 76901	Nursing Home
Meadow Creek Nursing and Rehabilitation	4343 Oak Grove Blvd, San Angelo, TX 76904	Nursing Home
Menard Manor	100 Gay St, Menard, TX 76859	Nursing Home
Park Plaza Nursing & Rehabilitation	2210 N Howard St, San Angelo, TX 76901	Nursing Home
Robert Lee Care Center	307 W 8th St, Robert Lee, TX 76945	Nursing Home
Sagecrest Care Center & The Cottage Homes	438 E Houston Harte Expwy, San Angelo, TX 76903	Nursing Home
San Angelo Nursing and Rehab	5455 Knickerbocker Rd, San Angelo, TX 76904	Nursing Home
Schleicher County Nursing Home	104 US-277, Eldorado, TX 76936	Nursing Home
Sterling County Snr Citizens	305 5th St, Sterling City, TX 76951	Nursing Home
McCulloch County Resource Center	906 E 11th St, Brady, TX 76825	Resource Center
Baptist Retirement Community	902-903 N Main St, San Angelo, TX 76903	Retirement Community
Rio Concho West	6359 Appaloosa Trail, San Angelo, TX 76901	Retirement Community
Hill Country Preferred Senior Care, LLC	1417 S Bridge St, Brady, TX 76825	Senior Care
Hill Country Preferred Senior Care, LLC	111 Ellis St, Menard, TX 76859	Senior Care
Hill Country Preferred Senior Care, LLC	237 Moody St, Mason, TX 76856	Senior Care
Crockett County Senior Center	2 TX-163, Ozona, TX 76943	Senior Center
Mason Senior Center	505 Moody St, Mason, TX 76856	Senior Center
Sante Fe Crossing-Senior Center	702 S Chadbourne St, San Angelo, TX 76903	Senior Center
Schleicher County Senior Center	106 E Gillis Ave, Eldorado, TX 76936	Senior Center
Senior Citizens Services	816 San Angelo Highway, Brady, TX 76825	Senior Center
STATION 618	618 S Chadbourne St, San Angelo, TX 76903	Senior Center
Sutton County Senior Center	102 S Wilson St, Sonora, TX 76950	Senior Center
San Angelo VA Clinic	4240 Southwest Blvd, San Angelo, TX 76904	VA Clinic
ASU VETS Center	ASU Mall, San Angelo, TX 76909	Veteran Services
Christian Veterans Outreach	342 S Chadbourne St, San Angelo, TX 76903	Veteran Services
Texas Veterans For Veterans	1905 Pulliam St, San Angelo, TX 76905	Veteran Services
VFW Post 3234	305 Memory Ln, Brady, TX 76825	Veterans Community Organization

Major Employers

Major employers are those employers in the Concho Valley region with more than 100 employees in one building or campus. As noted earlier, information on these employers was compiled from multiple sources including San Angelo Development Corporation and Concho Valley Economic Development District.

Table 3-2: Major Employers in Concho Valley Region

Name	Address	Business Type
Angelo State University	2601 W Ave N, San Angelo, TX 76909	Educational Facility
Baptist Retirement Community	902-903 N Main St, San Angelo, TX 76903	Human Services
Blue Cross and Blue Shield of Texas	4242 Sunset Dr, San Angelo, TX 76904	Insurance
Cedar Fiber Co	644 Industrial Dr, Junction, TX 76849	Manufacturer
CSA Materials, Inc.	3001 Foster St, San Angelo, TX 76903	Construction
Ethicon Inc	3348 Pulliam St, San Angelo, TX 76905	MedTech
Gandy Ink Screen Printing	2027 Industrial Ave, San Angelo, TX 76904	Printing
Goodfellow Air Force Base	130 Valiant St, San Angelo, TX 76905	Air Force Base
Loadcraft Industries LTD	206A S Blackburn	Construction
San Angelo State Supported Living Center	11640 US-87, Carlsbad, TX 76934	Human Services
San Angelo State Supported Living Center	11640 N US Hwy 87, Carlsbad, TX 76934	Assisted Living Facility
Shannon South Hospital	3501 Knickerbocker Rd, San Angelo, TX 76904	Medical Facility
Sitel Corporation	2702 TX-306 Loop, San Angelo, TX 76904	Technology
TCP (TimeClock Plus®)	1 Time Clock Dr, San Angelo, TX 76904	Software
Walmart Neighborhood Market	1852 Sherwood Way, San Angelo, TX 76901	Shopping
Walmart Neighborhood Market	5154 Knickerbocker Rd, San Angelo, TX 76904	Shopping
Walmart Supercenter	2207 S Bridge St, Brady, TX 76825	Shopping
Walmart Supercenter	3440 S Bryant Blvd, San Angelo, TX 76903	Shopping
Walmart Supercenter	610 W 29th St, San Angelo, TX 76903	Shopping
Walmart Supercenter	5501 Sherwood Way, San Angelo, TX 76904	Shopping
West Texas Medical Associates	3605 Executive Dr, San Angelo, TX 76904	Medical Facility

Source: San Angelo Development Corporation, Concho Valley Economic Development District

Housing

Multifamily housing developments are defined as residential structures that house more than one unit or family, often on multiple floors or larger tracts of land. This includes apartment complexes as well as condominiums, townhome clusters, and other larger multi-unit residential buildings.

Table 3-3: Multifamily Housing in Concho Valley Region

Name	Address
Angelo Place Apartments	1426 Western Ct, San Angelo, TX 76904
Arroyo Square Apartments	2431 College Hills Blvd, San Angelo, TX 76904
Ashley Oaks Apartment San Angelo	3425 Lutheran Way, San Angelo, TX 76904
Bella Vista Apartments	4125 Ben Ficklin Rd, San Angelo, TX 76903
Bent Tree Apartments	1625 Sunset Dr, San Angelo, TX 76904
Big Lake Seniors Apartments	1304 Vicky St, Big Lake, TX 76932
Candlelight Apartments	15 E 31st St, San Angelo, TX 76903
Cedar Hill Apartments	122 N 17th St, Junction, TX 76849
Centennial Village	2675 W Ave N, San Angelo, TX 76904
Christian Village Senior Apartments	4225 Billie Bolin Dr, San Angelo, TX 76904
College Hills West Apartments	3426 Millbrook Dr, San Angelo, TX 76904
Concho Terrace Apartments	2017 Vaughn St, San Angelo, TX 76903
Concho Village	212 S Fillmore St B, San Angelo, TX 76901
Country Club View Apartments	106 Fairway Dr, Ozona, TX 76943
Creekside Apartments	3018 Knickerbocker Rd, San Angelo, TX 76904
Crockett Apartments	168 TX-163, Ozona, TX 76943
Deer Creek Apartments	507 Mesquite St, Menard, TX 76859
Eldorado Place Apartments	US-190, Eldorado, TX 76936
Encino Park Apartments	4022 Green Meadow Dr, San Angelo, TX 76904
Fall Creek Apartments	4445 Fall Creek Dr, San Angelo, TX 76904
Harris Ave Apartments	318 E Harris Ave, San Angelo, TX 76903
Harvard House Apartments	2465 Harvard Ave, San Angelo, TX 76904
Junction Seniors Apartments	111 NW Main St #1, Junction, TX 76849
Landmark Apartments	103 Dollie St, Sonora, TX 76950
Magdalen Arms Apartments	226 N Magdalen St, San Angelo, TX 76903
Mary Massie Hall	2018 S Van Buren St, San Angelo, TX 76909
Meadow Creek Village Apartments	4402 Meadow Creek Trail, San Angelo, TX 76904
Monterra Apartments	3801 Arden Rd, San Angelo, TX 76901

Name	Address
Nueva Vista Apartments	2401 N Lillie St, San Angelo, TX 76903
Oak Grove Senior Apartments	4375 Oak Grove Blvd, San Angelo, TX 76904
Ozona Seniors Apartments	1304 Sheffield Rd, Ozona, TX 76943
Pebble Place Apartments	1112 S Church St, Brady, TX 76825
Plaza Square Apartments	4001 Sul Ross St, San Angelo, TX 76904
Plaza Verde	2010 S Van Buren St, San Angelo, TX 76904
Pulliam St Apartments	321 Pulliam St, San Angelo, TX 76903
Rio Concho Manor Senior Housing	401 Rio Concho Dr., San Angelo, TX 76903
River Place Apartments San Angelo	501 S Irene St, San Angelo, TX 76903
River Pointe Apartments	1173 Benedict Dr, San Angelo, TX 76903
River Ranch Apartments	4225 S Jackson St, San Angelo, TX 76903
Rosewood Park Apartments	1711 Greenwood St, San Angelo, TX 76901
Sagebrush Apartments	218 Lynn Gavitt St, Brady, TX 76825
Santa Rita Homes	1306 E 12th St, Big Lake, TX 76932
Sedona Ranch Apartments	2901 Sunset Dr, San Angelo, TX 76904
Silver Trail Apartments	403 Mesquite St, Menard, TX 76859
Silverleaf Mason	1161 Austin St, Mason, TX 76856
Sonora Sage Apartments	101 Deerwood Dr. Sonora, TX 76950
Sonora Seniors Apartments	1901 Tayloe Ave, Sonora, TX 76950
Sonterra West Apartments	3433 Arden Rd, San Angelo, TX 76901
Stadium Oaks Apartments	2123 Industrial Ave, San Angelo, TX 76904
Stonegate Park Apartments	850 Paint Rock Rd, San Angelo, TX 76905
Sunset Apartments	1701 Sunset Dr, San Angelo, TX 76904
Texan Hall	2104 S Van Buren St, San Angelo, TX 76909
The Annex Apartments	1624 Sunset Dr, San Angelo, TX 76904
The BLVD Apartments	6133 Sherwood Way, San Angelo, TX 76901
The Brixton Apartments	555 Smith Blvd, San Angelo, TX 76905
The Park on Paint Rock	850 Paint Rock Rd, San Angelo, TX 76905
Trails of Brady Apartments	1915 Nine Rd, Brady, TX 76825
Tuscany San Angelo	1818 S Lincoln St # 1, San Angelo, TX 76904
University Oaks	6685 UTSA Boulevard, San Antonio, TX 78249
Vanderventer Apartments	1725 Vanderventer Ave, San Angelo, TX 76904
Wellington Place	4110 Wellington St, San Angelo, TX 76904
Wildewood Apartments	3410 Wildewood Dr, San Angelo, TX 76904
Windy Meadows Apartments	262 N Magdalen St, San Angelo, TX 76903

Shopping

This table shows shopping centers and grocery stores located in the Concho Valley region. Shopping centers include centers with multiple retail outlets or large grocery stores. Smaller grocery stores that help support shopping needs in rural areas were also included in this assessment.

Table 3-4: Major Retailers in Concho Valley Region

Name	Address
H-E-B	3301 Sherwood Way, San Angelo, TX 76901
H-E-B	5502 Sherwood Way, San Angelo, TX 76901
Jackson Square	3124 Sherwood Way Suite J, San Angelo, TX 76901
Knickerbocker Square	3393 Knickerbocker Rd, San Angelo, TX 76904
Lowe's Market	505 E 2nd St, Big Lake, TX 76932
Lowe's Market	305 Avenue E, Ozona, TX 76943
Lowe's Market	201 S Divide St, Eldorado, TX 76936
Lowe's Market	600 S Crockett Ave, Sonora, TX 76950
Lowe's Market	315 E Broadway St, Eden, TX 76837
Lowe's Market	806 W 17th St, Brady, TX 76825
Lowe's Market	410 Ellis St, Menard, TX 76859
Lowe's Market	1102 Main St, Junction, TX 76849
Lowe's Market	824 San Antonio St, Mason, TX 76856
Market Street	3121 Sunset Dr, San Angelo, TX 76904
Sherwood Oaks Shopping Center	Sherwood Way, San Angelo, TX 76904
Southwest Plaza Shopping Center	3540 Knickerbocker Rd, San Angelo, TX 76904
Sunset Mall	4001 Sunset Dr, San Angelo, TX 76904
Sunset Shopping Center	2701 Southwest Blvd, San Angelo, TX 76904
The Commons Shopping Center	3224 Sherwood Way, San Angelo, TX 76901
The Shops at Stadium Park	1821 Knickerbocker Rd, San Angelo, TX 76904
Walmart Neighborhood Market	1852 Sherwood Way, San Angelo, TX 76901
Walmart Neighborhood Market	5154 Knickerbocker Rd, San Angelo, TX 76904
Walmart Supercenter	2207 S Bridge St, Brady, TX 76825
Walmart Supercenter	3440 S Bryant Blvd, San Angelo, TX 76903
Walmart Supercenter	610 W 29th St, San Angelo, TX 76903
Walmart Supercenter	5501 Sherwood Way, San Angelo, TX 76904

Medical Facilities

Medical Facilities encompass a wide range of healthcare providers and institutions that deliver medical services to the community. This category includes hospitals, regional medical centers, specialized treatment centers such as dialysis clinics, and veterans' health facilities.

Table 3-5: Medical Facilities in Concho Valley Region

Name	Address
Angelo Dialysis Center	136 E Concho Ave, San Angelo, TX 76903
Angelo Kidney Connection	2901 Sherwood Way Suite 100, San Angelo, TX 76901
Angelo State University Health Clinic	1901 Johnson St, San Angelo, TX 76909
Community Express Care-Sherwood Way	5730 Sherwood Way, San Angelo, TX 76901
Community Medical Associates	3350 Executive Dr, San Angelo, TX 76904
Concho County Hospital	614 Eaker St, Eden, TX 76837
Concho Valley Regional Hospital/Shannon Medical Center/ St. Johns Campus	2018 Pulliam St, San Angelo, TX 76905
DaVita San Angelo Dialysis	3518 Knickerbocker Rd, San Angelo, TX 76904
Fresenius Kidney Care Red Arroyo	3417 Sherwood Way, San Angelo, TX 76901
Fresenius Kidney Care San Angelo	2018 Pulliam St, San Angelo, TX 76905
Heart of Texas Healthcare System	2008 Nine Rd, Brady, TX 76825
Hickman Rural Health Clinic	1300 N Main Ave, Big Lake, TX 76932
Kimble Hospital	349 Reid Rd, Junction, TX 76849
Lillian M Hudspeth Memorial Hospital	308 Hudspeth St, Sonora, TX 76950
Reagan Hospital District	1300 N Main Ave, Big Lake, TX 76932
River Crest Hospital	1636 Hunters Glen Rd, San Angelo, TX 76901
Schleicher County Medical Center	102 US-277, Eldorado, TX 76936
Shannon Dialysis Services	2008 Nine Rd, Brady, TX 76825
Shannon Family Health Center	102 Ave H, Ozona, TX 76943
Shannon Medical Center/Shannon West Texas Memorial Hospital	120 E Harris Ave, San Angelo, TX 76903
Shannon Senior Health Center	3016 Vista Del Arroyo Dr., San Angelo, TX 76904

Education Facilities

This chapter highlights education facilities identified in the Concho Valley region. Educational facilities include higher education such as community colleges and universities. Lower K-12 schools such as elementary and middle schools were not included in the assessment.

Table 3-6: Education Facilities in Concho Valley Region

Name	Address
Angelo State University	2601 W Ave N, San Angelo, TX 76909
Howard College	3501 US-67, San Angelo, TX 76905
Park University at Goodfellow AFB	265 Kearney Boulevard, San Angelo, TX 76908

Journey-to-Work

Journey-to-work data describes where employed residents live, where they work, and how they travel between the two. This information supports analyses of daily travel behavior and identifies intercounty travel relationships which are foundational to documenting potential need for coordinated or regional transportation services. Journey-to-work data can help identify regional travel demand, support regional or intercounty transit coordination, and provide an understanding of mode choice and mobility constraints around the Concho Valley region. The 2023 ACS five-year estimates data on journey-to-work in Concho Valley are provided below in **Table 3-7**.

Across the Concho Valley region, journey-to-work patterns vary sharply between Tom Green County and the surrounding rural counties. While only 11.4 percent of workers regionwide commute outside their county of residence, this regional figure masks substantially higher outbound commuting levels in nearly every county outside Tom Green. In most rural counties, more than 20 percent of workers travel outside the county for employment, underscoring limited local employment opportunities and a strong dependence on San Angelo and other population centers.

Several counties exhibit particularly high levels of intercounty commuting:

- Coke County reports that 46.6 percent of workers are employed outside the county, indicating a strong reliance on nearby Tom Green County.
- Irion County similarly shows a similar pattern with 43.8 percent of workers traveling outside the county for employment.
- Concho County also demonstrates significant outbound commuting with 39.6 percent of residents employed outside the county.

- Schleicher County (36.3%), Mason County (35.3%), and Crockett County (30.9%) reflect comparable outbound commuting patterns and further demonstrate the prevalence of regional commuting within Concho Valley.
- Moderate, but notable levels of outbound commuting are observed in Sutton (22.0%), Sterling (21.4%), Kimble (20.9%), and Menard (25.7%).
- In contrast, Tom Green County functions as the region's primary employment hub, with 92.8 percent of residents employed within the county.
- McCulloch County, supported by Brady, also demonstrates strong local employment retention, with 85 percent of residents employed within the county.
- Out-of-state commuting remains negligible across Concho Valley, accounting for less than one percent of workers in nearly all counties.
- For means of travel, driving alone is the dominant mode of travel throughout the region, accounting for approximately 75.1 percent of all work trips. Several counties, however, show higher than average reliance on alternative travel modes.
- Carpooling rates exceed the regional average of 12.1 percent in Crockett County (15.1%), Sutton (14.1%), Concho (14.1%), and Kimble (18.6%), likely reflecting longer commutes and shared travel to common employment destinations.
- Public transportation use is primarily concentrated in Tom Green County, where fixed-route services are available within San Angelo.

A valuable source for contextualizing journey-to-work data is the US Census Bureau's Longitudinal Employer Household Dynamics (LEHD) dataset. The data from LEHD links workers' places of residence with their primary places of employment to provide insights into major employment hubs and regional commuting flows across county and state lines. In a predominantly rural region like the Concho Valley, this dataset is particularly useful for understanding labor market connectivity, travel distances, and the reliance of smaller counties on regional employment centers. Key observations from the LEHD analysis include:

- Employment travel in the Concho Valley is highly regional with a limited number of counties accounting for a disproportionate share of cross-county work trips.
- Tom Green County serves as the largest employment center in the region, receiving the highest share of inbound commuters from surrounding counties. It is the most common work destination for residents of Coke County (29.7%), Irion County (24.2%), Schleicher County (19.0%), Sterling County (12.7%), and Sutton County (11.9%), reflecting consistent commuting into San Angelo for employment.
- Several counties retain a substantial share of workers locally: McCulloch County (45.8%), Mason (44.7%), Kimble (47.4%0, Sutton (40.2%), and Reagan (35.0%).

Table 3-7: Journey-to-Work Patterns for Concho Valley Region

Category	Coke County		Concho County		Crockett County		Irion County	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Workers 16 years or older	1,360		1,086		1,432		605	
Location of Employment								
In state of residence	1,359	99.9%	1,086	100.0%	1,432	100.0%	605	100.0%
In county of residence	725	53.3%	656	60.4%	989	69.1%	340	56.2%
Outside county of residence	634	46.6%	430	39.6%	443	30.9%	265	43.8%
Outside state of residence	1	0.1%	0	0.0%	0	0.0%	0	0.0%
Means of Transportation								
Car, truck, or van - drove alone	1,084	79.7%	828	76.2%	1,131	79.0%	512	84.6%
Car, truck, or van - carpooled	174	12.8%	153	14.1%	216	15.1%	0	0.0%
Public transportation	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Walked	30	2.2%	57	5.2%	44	3.1%	40	6.6%
Taxicab, motorcycle, bicycle, other	0	0.0%	0	0.0%	0	0.0%	7	1.2%
Worked from home	72	5.3%	48	4.4%	41	2.9%	46	7.6%

Category	Kimble County		McCulloch County		Mason County		Menard County	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Workers 16 years or older	1,999		3,091		1,612		670	
Location of Employment								
In state of residence	1,999	100.0%	3,084	99.8%	1,602	99.4%	670	100.0%
In county of residence	1,582	79.1%	2,627	85.0%	1,033	64.1%	498	74.3%
Outside county of residence	417	20.9%	457	14.8%	569	35.3%	172	25.7%
Outside state of residence	0	0.0%	7	0.2%	10	0.6%	0	0.0%
Means of Transportation								
Car, truck, or van - drove alone	1,532	76.6%	2,208	71.4%	1,180	73.2%	546	81.5%
Car, truck, or van - carpooled	371	18.6%	397	12.8%	105	6.5%	45	6.7%
Public transportation	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Walked	13	0.7%	35	1.1%	41	2.5%	15	2.2%
Taxicab, motorcycle, bicycle, other	23	1.2%	0	0.0%	52	3.2%	4	0.6%
Worked from home	60	3.0%	451	14.6%	234	14.5%	60	9.0%

Category	Reagan County		Schleicher County		Sterling County		Sutton County	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Workers 16 years or older	1,348		1,059		547		1,557	
Location of Employment								
In state of residence	1,348	100.0%	1,059	100.0%	547	100.0%	1,550	99.6%
In county of residence	1,161	86.1%	675	63.7%	430	78.6%	1,208	77.6%
Outside county of residence	187	13.9%	384	36.3%	117	21.4%	342	22.0%
Outside state of residence	0	0.0%	0	0.0%	0	0.0%	7	0.4%
Means of Transportation								
Car, truck, or van - drove alone	1,006	74.6%	804	75.9%	432	79.0%	1,133	72.8%
Car, truck, or van - carpooled	129	9.6%	86	8.1%	64	11.7%	220	14.1%
Public transportation	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Walked	111	8.2%	30	2.8%	7	1.3%	54	3.5%
Taxicab, motorcycle, bicycle, other	25	1.9%	16	1.5%	0	0.0%	7	0.4%
Worked from home	77	5.7%	123	11.6%	44	8.0%	143	9.2%

Category	Tom Green County		Concho Valley Region					
	Number	Percent	Number	Percent				
Workers 16 years or older	56,819		73,185					
Location of Employment								
In state of residence	56,607	99.6%	72,948	99.7%				
In county of residence	52,713	92.8%	64,637	88.3%				
Outside county of residence	3,894	6.9%	8,311	11.4%				
Outside state of residence	212	0.4%	237	0.3%				
Means of Transportation								
Car, truck, or van - drove alone	42,595	75.0%	54,991	75.1%				
Car, truck, or van - carpooled	6,927	12.2%	8,887	12.1%				
Public transportation	214	0.4%	214	0.3%				
Walked	1,954	3.4%	2,431	3.3%				
Taxicab, motorcycle, bicycle, other	742	1.3%	876	1.2%				
Worked from home	4,387	7.7%	5,786	7.9%				

Table 3-8: Top Places of Work for the Residents of Each County in Concho Valley Region

Coke County		Concho County		Crockett County	
Destination	Percent	Destination	Percent	Destination	Percent
Tom Green County, TX	29.7%	**Concho County, TX**	22.9%	**Crockett County, TX**	34.4%
Coke County, TX	23.1%	Tom Green County, TX	15.0%	Midland County, TX	8.9%
Runnels County, TX	6.5%	Taylor County, TX	4.6%	Tom Green County, TX	7.1%
Travis County, TX	3.8%	Lubbock County, TX	4.1%	Lubbock County, TX	4.3%
Taylor County, TX	3.3%	Harris County, TX	3.7%	Ector County, TX	3.5%
Midland County, TX	3.1%	Midland County, TX	3.5%	Harris County, TX	3.2%
Bexar County, TX	2.1%	Ector County, TX	3.1%	Reagan County, TX	2.5%
Dallas County, TX	2.1%	Dallas County, TX	3.0%	Dallas County, TX	1.9%
Nolan County, TX	1.9%	Menard County, TX	2.3%	Taylor County, TX	1.8%
Tarrant County, TX	1.4%	Bexar County, TX	2.1%	Bexar County, TX	1.6%
All Other Locations	23.1%	All Other Locations	35.6%	All Other Locations	30.8%
Irion County		**Kimble County**		**Mason County**	
Destination	Percent	Destination	Percent	Destination	Percent
Tom Green County, TX	24.2%	**Kimble County, TX**	47.4%	**Mason County, TX**	44.7%
Irion County, TX	20.9%	Kerr County, TX	5.8%	Gillespie County, TX	4.7%
Midland County, TX	10.6%	Harris County, TX	3.7%	Harris County, TX	3.4%
Ector County, TX	4.7%	Lubbock County, TX	3.5%	Lubbock County, TX	2.8%
Lubbock County, TX	3.8%	Tom Green County, TX	3.2%	McCulloch County, TX	2.8%
Reagan County, TX	3.8%	Gillespie County, TX	3.1%	Midland County, TX	2.7%
Dallas County, TX	2.3%	Midland County, TX	2.8%	Dallas County, TX	2.4%
Taylor County, TX	2.3%	Dallas County, TX	2.0%	Tom Green County, TX	2.4%
Harris County, TX	1.7%	Travis County, TX	1.8%	Taylor County, TX	2.3%
Howard County, TX	1.7%	Taylor County, TX	1.6%	Bexar County, TX	2.0%
All Other Locations	24.2%	All Other Locations	25.0%	All Other Locations	29.7%

McCulloch County		Menard County		Reagan County	
Destination	Percent	Destination	Percent	Destination	Percent
McCulloch County, TX	45.8%	**Menard County, TX**	30.7%	**Reagan County, TX**	35.0%
Tom Green County, TX	5.4%	Tom Green County, TX	7.7%	Midland County, TX	16.3%
Brown County, TX	4.0%	Concho County, TX	4.1%	Ector County, TX	10.6%
Taylor County, TX	3.6%	Taylor County, TX	3.6%	Tom Green County, TX	5.5%
Mason County, TX	3.0%	McCulloch County, TX	3.1%	Howard County, TX	4.8%
Lubbock County, TX	2.8%	Midland County, TX	3.1%	Harris County, TX	2.0%
Midland County, TX	2.7%	Lubbock County, TX	2.9%	Taylor County, TX	1.8%
Concho County, TX	2.4%	Harris County, TX	2.7%	Upton County, TX	1.6%
Harris County, TX	2.4%	Mason County, TX	2.4%	Pecos County, TX	1.6%
Ector County, TX	2.0%	Dallas County, TX	2.2%	Lubbock County, TX	1.3%
All Other Locations	26.0%	All Other Locations	37.5%	All Other Locations	19.4%

Schleicher County		Sterling County		Sutton County	
Destination	Percent	Destination	Percent	Destination	Percent
Schleicher County, TX	**32.6%**	**Sterling County, TX**	**21.6%**	**Sutton County, TX**	**40.2%**
Tom Green County, TX	19.0%	Tom Green County, TX	12.7%	Tom Green County, TX	11.9%
Midland County, TX	5.0%	Midland County, TX	10.4%	Midland County, TX	6.6%
Sutton County, TX	4.2%	Taylor County, TX	6.9%	Schleicher County, TX	5.0%
Ector County, TX	3.2%	Ector County, TX	5.5%	Ector County, TX	4.5%
Lubbock County, TX	3.1%	Howard County, TX	3.7%	Harris County, TX	2.5%
Harris County, TX	2.9%	Coleman County, TX	2.5%	Howard County, TX	2.0%
Taylor County, TX	1.8%	Lubbock County, TX	2.5%	Lubbock County, TX	1.9%
Howard County, TX	1.6%	Harris County, TX	2.4%	Crockett County, TX	1.7%
Crockett County, TX	1.4%	Kerr County, TX	2.4%	Irion County, TX	1.5%
All Other Locations	25.2%	All Other Locations	29.4%	All Other Locations	22.3%

Tom Green County	
Destination	Percent
Tom Green County, TX	**68.8%**
Midland County, TX	2.9%
Taylor County, TX	2.6%
Travis County, TX	1.8%
Dallas County, TX	1.7%
Harris County, TX	1.6%
Tarrant County, TX	1.5%
Bexar County, TX	1.4%
Lubbock County, TX	1.2%
Ector County, TX	0.8%
All Other Locations	15.7%

Chapter 4
Demographic Assessment

Introduction

This chapter of the Concho Valley Regional Public Transportation Coordination Plan helps identify the places where residents are concentrated overall, as well as the targeted population groups that are key for the Section 5310 program. Key findings from the demographic assessment are used towards the Service Gaps and Duplication analysis in Chapter 4 of this plan.

The assessment utilizes data from the American Community Survey (ACS) for mapping and analysis of each of the population groups, including older adults, college-aged individuals, persons with disabilities, low-income households, zero-vehicle households, race and ethnicity, youth, spoken language, and veterans. Population projections data was also sourced from the Texas Demographic Center as available to take a look at how population trends may change in the coming decades. Some of these target population groups are used for the Transit Needs Index methodology and assessment discussed in Chapter 6 of this plan.

Description of Area Demographics

The Concho Valley region continues to have the majority of its population concentrated in and around San Angelo, located in Tom Green County. As shown throughout the demographic assessment, this settlement pattern is consistent across the key sub-population groups analyzed, including older adults, persons with disabilities, low-income households, and zero-vehicle households. Population projections from the Texas Demographic Center indicate that Tom Green County's share of the regional population is expected to grow through 2040, while most surrounding rural counties are projected to experience continued population decline or stagnation.

These trends point to increasing challenges related to rural isolation, particularly for residents of smaller counties with declining population totals and lower densities. As population becomes more concentrated in the region's primary urban center, transportation providers serving rural areas face longer trip distances, reduced service efficiency, and higher per-trip costs, especially for demand-response and human services transportation. These conditions are particularly impactful for residents who are more likely to depend on public or specialized transportation services.

Across the Concho Valley, a substantial share of residents falls into one or more higher-need population categories. Older adults represent approximately 18 percent of the regional population, with considerably higher shares in several rural counties. Similar spatial patterns are observed for other populations associated with higher transit need, underscoring that transportation demand in the region is driven not only by where people live, but also by who lives there.

Of particular note, the older adult population in the Concho Valley is projected to increase through at least 2030, even as overall population growth remains modest. While growth in older adults is expected to be concentrated in Tom Green County in absolute terms, many rural counties will continue to have high proportions of older residents relative to their total populations. Together, these demographic patterns highlight the growing importance of accessible, flexible, and coordinated transportation services, and reinforce the need for regional strategies that address mobility challenges across both urban and rural areas of the Concho Valley.

Current Population

Population density is one of the key factors in determining the types of public transit services that are feasible in the Concho Valley region. Generally, areas with population densities above 2,000 persons per square mile can support frequent, daily fixed-route transit service. Areas with densities between 1,000 and 2,000 persons per square mile may be more suited for flex routes or microtransit services, though some can still support fixed-route service. Areas below 1,000 persons per square mile are typically best-suited for advanced-reservation demand-response services.

Figure 4-1 visualizes population density across the Concho Valley at the census block group level. Most of the region has low population density, with large areas below 100 persons per square mile. The primary concentration of population is in San Angelo, where multiple block groups exceed 2,000 persons per square mile.

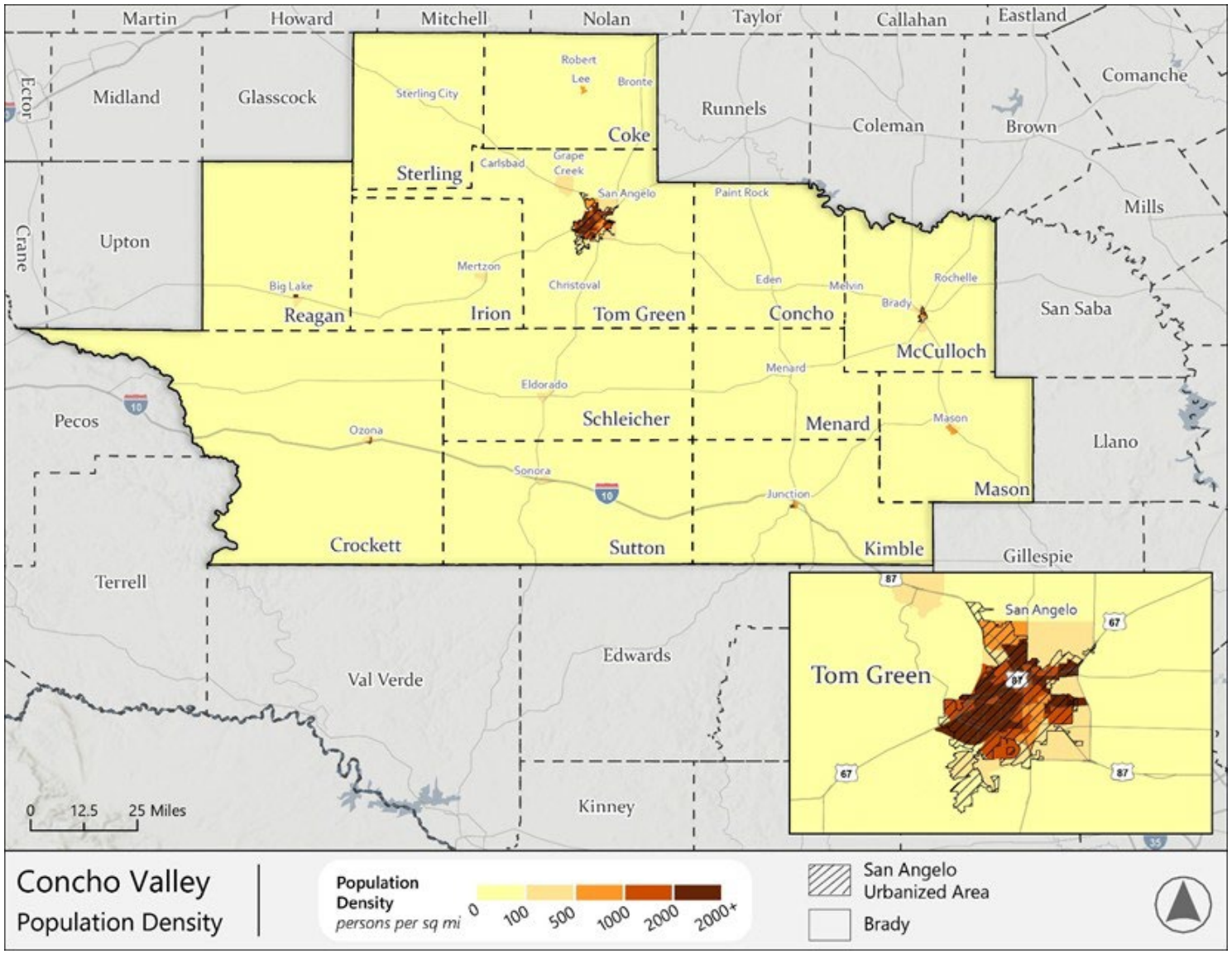
Outside of San Angelo, three block groups in Junction, and one block group each in Big Lake and Ozona also exceed 2,000 persons per square mile. Brady has several block groups between 1,000 and 2,000 persons per square mile, with most of the urban area between 500 and 1,000. Mason County varies, with some block groups between 100 and 500 and others between 500 and 1,000 persons per square mile.

This distribution highlights the centralized nature of population in the region, with most residents concentrated in San Angelo and a few other small communities amidst a predominantly rural landscape.

Major population centers in each county are as follows:

- Tom Green County
  - San Angelo (County Seat) – 99,507
- McCulloch County
  - Brady (County Seat) – 5,215
- Reagan County
  - Big Lake (County Seat) – 3,092

Figure 4-1: Concho Valley Population Density



Population in the Concho Valley region reached 158,542 in 2023, representing a seven percent increase since 2000. Population growth has slowed over successive decades, increasing by four percent between 2000 and 2010, and by 3.5 percent between 2010 and 2020, followed by a slight population decline of 0.7 percent between 2020 and 2023. By comparison, the state of Texas grew 42.1 percent over the same period.

Although the overall regional population has increased modestly, most counties in the Concho Valley have experienced long-term population decline. Between 2000 and 2023, several counties recorded population losses of 10 percent or more, reflecting persistent rural outmigration, aging populations, and limited employment growth outside of major regional centers. In several cases, population decline accelerated after 2010, while some counties showed brief stabilization or moderate recovery between 2020 and 2023.

Significant population decline (greater than 10 percent) since 2000 occurred in Crockett County (-29.7%), Sutton County (-18.9%), Schleicher County (-17.3%), Concho County (-16.8%), Menard County (-16.8%), Irion County (-19.1%), and Coke County (-14.2%).

Other key observations include:

- Mason County experienced modest growth overall (+5.7%), despite slight declines in the last two decades.

- Tom Green County grew steadily between 2000 and 2020, with a slight decline from 2020 to 2023, resulting in an overall increase of 14.8 percent since 2000.

These patterns highlight the uneven population dynamics within the Concho Valley, with growth concentrated in the regional urban center while most rural counties continue to face long-term decline. The rate of change in population in the Concho Valley region is shown in **Figure 4-2**, followed by **Table 4-1** that provides a detailed account of historical and current population trends in the region.

Figure 4-2: Change in Concho Valley Population from 2010 to 2020

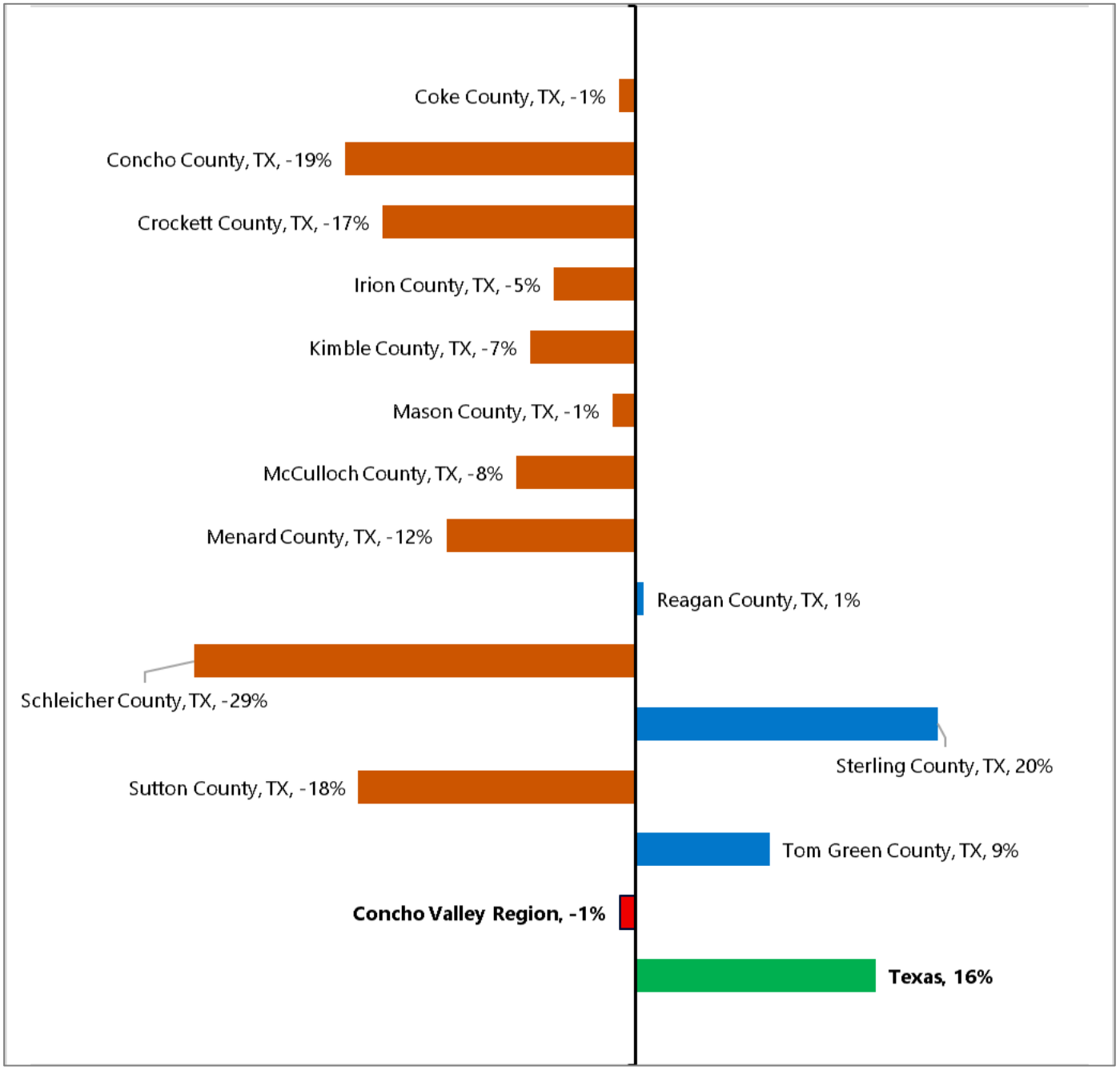


Table 4-1: Concho Valley Population Trends by County

Geography	2000	2010	2020	2023
Coke County, TX	3,864	3,320	3,285	3,315
Concho County, TX	3,966	4,087	3,303	3,301
Crockett County, TX	4,099	3,719	3,098	2,881
Irion County, TX	1,771	1,599	1,513	1,432
Kimble County, TX	4,468	4,607	4,286	4,355
Mason County, TX	3,738	4,012	3,953	3,951
McCulloch County, TX	8,205	8,283	7,630	7,565
Menard County, TX	2,360	2,242	1,962	1,964
Reagan County, TX	3,326	3,367	3,385	3,259
Schleicher County, TX	2,935	3,461	2,451	2,426
Sterling County, TX	1,393	1,143	1,372	1,389
Sutton County, TX	4,077	4,128	3,372	3,306
Tom Green County, TX	104,010	110,224	120,003	119,398
Concho Valley Region	**148,212**	**154,192**	**159,613**	**158,542**
State of Texas	*20,851,820*	*25,145,561*	*29,145,505*	*29,640,343*
Percentage Change	**2000-2010%**	**2010-2020%**	**2020-2023%**	**2000-2023%**
Coke County, TX	-14.1%	-1.1%	0.9%	-14.2%
Concho County, TX	3.1%	-19.2%	-0.1%	-16.8%
Crockett County, TX	-9.3%	-16.7%	-7.0%	-29.7%
Irion County, TX	-9.7%	-5.4%	-5.4%	-19.1%
Kimble County, TX	3.1%	-7.0%	1.6%	-2.5%
Mason County, TX	7.3%	-1.5%	-0.1%	5.7%
McCulloch County, TX	1.0%	-7.9%	-0.9%	-7.8%
Menard County, TX	-5.0%	-12.5%	0.1%	-16.8%
Reagan County, TX	1.2%	0.5%	-3.7%	-2.0%
Schleicher County, TX	17.9%	-29.2%	-1.0%	-17.3%
Sterling County, TX	-17.9%	20.0%	1.2%	-0.3%
Sutton County, TX	1.3%	-18.3%	-2.0%	-18.9%
Tom Green County, TX	6.0%	8.9%	-0.5%	14.8%
Concho Valley Region	4.0%	3.5%	-0.7%	7.0%
State of Texas	20.6%	15.9%	1.7%	42.1%

Projected Five-Year Population

Population projections for the Concho Valley region were obtained from the Texas Demographic Center; county-level projections are summarized in **Table 4-2**. At the regional level, Concho Valley is projected to experience moderate population growth, increasing from approximately 159,600 in 2020 to 163,800 in 2030 and 169,600 in 2040, representing 2.6 percent growth between 2020 and 2030, and 3.5 percent growth between 2030 and 2040. These rates are lower than the projected statewide growth over the same period.

Population increases are expected to be concentrated in Tom Green County—projected to grow from 120,000 in 2020, to 126,200 in 2030, and 134,300 in 2040. Sterling County, while starting from a small population of 1,372 in 2020, is projected to grow by 15.9 percent between 2020 and 2030, and 21.6 percent between 2030 and 2040, representing strong relative growth but limited absolute impact on the region's total population.

In contrast, most other counties are projected to lose population through 2040, reflecting ongoing rural outmigration, aging populations, and limited economic expansion outside the region's primary population center. Counties with notable projected declines include:

- Schleicher County: -21.9 percent (2020–2030) and -24.0 percent (2030–2040)
- Crockett County: -18.2 percent (2020–2030) and -17.3 percent (2030–2040)
- Sutton County, Menard County, and McCulloch County also show substantial projected losses

Coke County and Mason County's populations are both projected to remain relatively stable through 2040, with Coke County increasing modestly from 3,285 in 2020, to 3,650 in 2040, and Mason County's population changing only slightly from 3,953 in 2020, to 3,788 in 2040.

Overall, these projections indicate that population growth in the Concho Valley through 2040 will be concentrated in and around San Angelo, while most rural counties are expected to experience continued population decline. The projected rate of population change from 2020 to 2030 within the Concho Valley region is illustrated in **Figure 4-3**, while **Table 4-2** presents projected population totals and rates of change for each county through 2060.

Figure 4-3: Projected Rate of Population Change, Concho Valley, 2020-2030

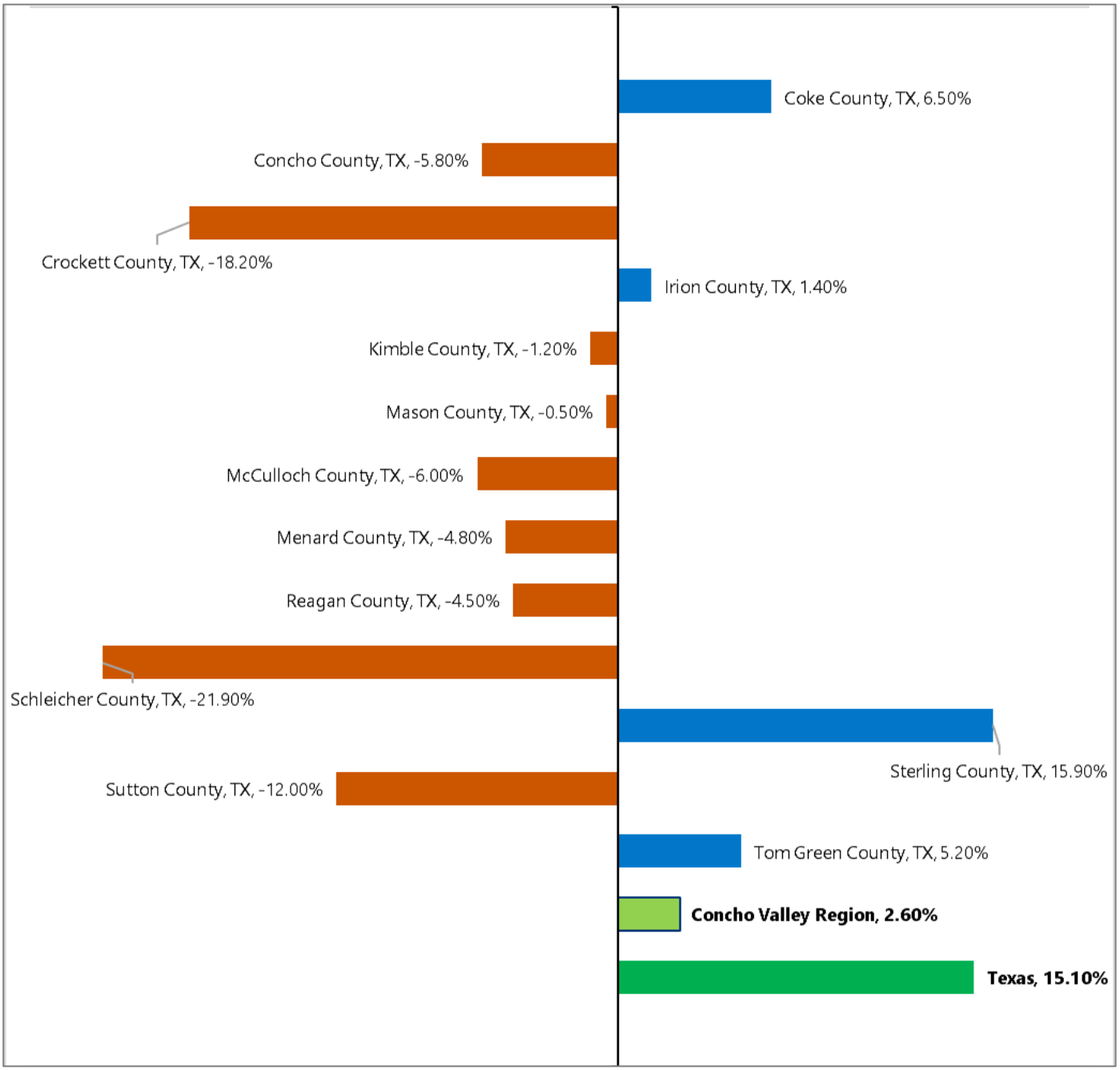


Table 4-2: Concho Valley Region Population Projections by County

	2030	2040	2050	2060	2060
Coke County, TX	3,285	3,497	3,650	3,750	3,854
Concho County, TX	3,303	3,110	2,931	3,113	3,415
Crockett County, TX	3,098	2,534	2,095	1,758	1,565
Irion County, TX	1,513	1,534	1,476	1,355	1,242
Kimble County, TX	4,286	4,233	3,824	3,395	3,078
Mason County, TX	3,953	3,933	3,788	3,619	3,563
McCulloch County, TX	7,630	7,175	6,654	6,174	5,736
Menard County, TX	1,962	1,867	1,695	1,497	1,364
Reagan County, TX	3,385	3,233	3,312	3,236	3,068
Schleicher County, TX	2,451	1,914	1,454	1,097	894
Sterling County, TX	1,372	1,590	1,934	2,199	2,427
Sutton County, TX	3,372	2,967	2,444	2,052	1,875
Tom Green County, TX	120,003	126,212	134,338	140,266	145,177
Concho Valley Region	159,613	163,799	169,595	173,511	177,258
State of Texas	29,145,505	33,546,497	37,076,260	40,054,168	42,598,048
Percentage Change		2020-2030%	2030-2040%	2040-2050%	2050-2060%
Coke County, TX		6.5%	4.4%	2.7%	2.8%
Concho County, TX		-5.8%	-5.8%	6.2%	9.7%
Crockett County, TX		-18.2%	-17.3%	-16.1%	-11.0%
Irion County, TX		1.4%	-3.8%	-8.2%	-8.3%
Kimble County, TX		-1.2%	-9.7%	-11.2%	-9.3%
Mason County, TX		-0.5%	-3.7%	-4.5%	-1.5%
McCulloch County, TX		-6.0%	-7.3%	-7.2%	-7.1%
Menard County, TX		-4.8%	-9.2%	-11.7%	-8.9%
Reagan County, TX		-4.5%	2.4%	-2.3%	-5.2%
Schleicher County, TX		-21.9%	-24.0%	-24.6%	-18.5%
Sterling County, TX		15.9%	21.6%	13.7%	10.4%
Sutton County, TX		-12.0%	-17.6%	-16.0%	-8.6%
Tom Green County, TX		5.2%	6.4%	4.4%	3.5%
Concho Valley Region		2.6%	3.5%	2.3%	2.2%
State of Texas		15.1%	10.5%	8.0%	6.4%

Population Factors

Public transportation needs are shaped in part by the size, location, and density of population groups that are more likely to rely on shared or publicly-supported transportation services. These target populations include individuals or households that face financial barriers to personal vehicle access or who are unable to drive due to age or disability. Identifying where these populations are concentrated provides critical context for evaluating existing services, identifying service gaps, and prioritizing future investments.

To support this demographic assessment and subsequent service gaps and duplication analyses, a Transit Needs Index (TNI) was developed based on population data for the area. The TNI methodology and results are discussed further in Chapter 4 but are highlighted here to show how the TNI incorporates four key population groups.

- **Older adults (ages 65 and older)** may experience age-related mobility limitations or choose not to drive.
- **Zero-vehicle households** which lack access to a personal vehicle and rely on ridesharing and other modes of transportation.
- **Individuals living below the poverty level** who may face financial constraints that limit vehicle ownership.
- **Individuals with disabilities** who may require accessible transportation options or specialized services to meet daily travel needs.

In addition to the populations captured in the TNI, several other demographic analyses are important to consider and document as a part of this planning effort. While these demographics are not factored into the TNI, understanding their distribution provides additional context for planning and evaluating transit services. Additional demographic analyses include:

- Youth (ages 10-17)
- College-age population (ages 18-24)
- Veterans
- Limited English Proficiency (LEP) population
- Population by race/ethnicity

Older Adults Population

Older adults are defined as individuals aged 65 and older. Data for the older adult population were obtained from the US Census Bureau's American Community Survey (ACS) 5-year estimates. Population projections are based on Texas Demographic Center's county-level population projections. Population change percentages were calculated to highlight trends over time. **Table 4-3** summarizes 2023 estimates of the older adult population and their share of total population across the Concho Valley region, while **Table 4-4** presents county-level projections of older adults. **Figure 4-4** illustrates the relative concentration of older adults throughout the region.

- In 2023, older adults comprised approximately 18.1 percent of the total population in the Concho Valley region, with county-level percentages ranging from 9.3 percent in Reagan County to 32.2 percent in Menard County.

- Counties with the highest concentrations of older adults include Kimble (31.4%), Mason (30.6%), Menard (32.2%), and Coke (27.5%).

- By 2030, older adult populations are projected to increase significantly in several counties, notably Irion (55.9%), Reagan (75.3%), and Sterling (54.7%), reflecting rapid aging trends in smaller rural counties.

- By 2040, growth is expected to moderate in most counties, with some counties showing projected declines in older adult populations, including Concho (-20.6%), Kimble (-11.3%), McCulloch (-6.6%), and Sutton (-4.1%).

Tom Green County, as the region's primary population center, is projected to continue having the largest absolute number of older adults, increasing from 20,175 in 2020, to 24,591 in 2030, and 25,825 in 2040, reflecting both overall population growth and aging of the existing population.

Block groups with very high relative concentrations of older adults—more than double the regional average of 18.1 percent—are primarily located in the southeastern portion of the Concho Valley, including Mason, McCulloch, Menard, and Kimble counties, with additional high-concentration block groups in Coke, Tom Green, and Ozona (Crockett County).

These projections illustrate an aging trend across much of the Concho Valley, with population growth concentrated in a few counties and significant relative increases of older adults in smaller, rural counties through 2030.

Table 4-3: Older Adults Population by County

Older Adults Population	Number	Percent
Coke County, TX	913	27.5%
Concho County, TX	656	19.9%
Crockett County, TX	622	21.6%
Irion County, TX	311	21.7%
Kimble County, TX	1,369	31.4%
Mason County, TX	1,208	30.6%
McCulloch County, TX	1,783	23.6%
Menard County, TX	633	32.2%
Reagan County, TX	303	9.3%
Schleicher County, TX	518	21.4%
Sterling County, TX	184	13.2%
Sutton County, TX	527	15.9%
Tom Green County, TX	19,740	16.5%
Concho Valley Region	28,767	18.1%

SOURCE: CENSUS ACS 5-YEAR ESTIMATES

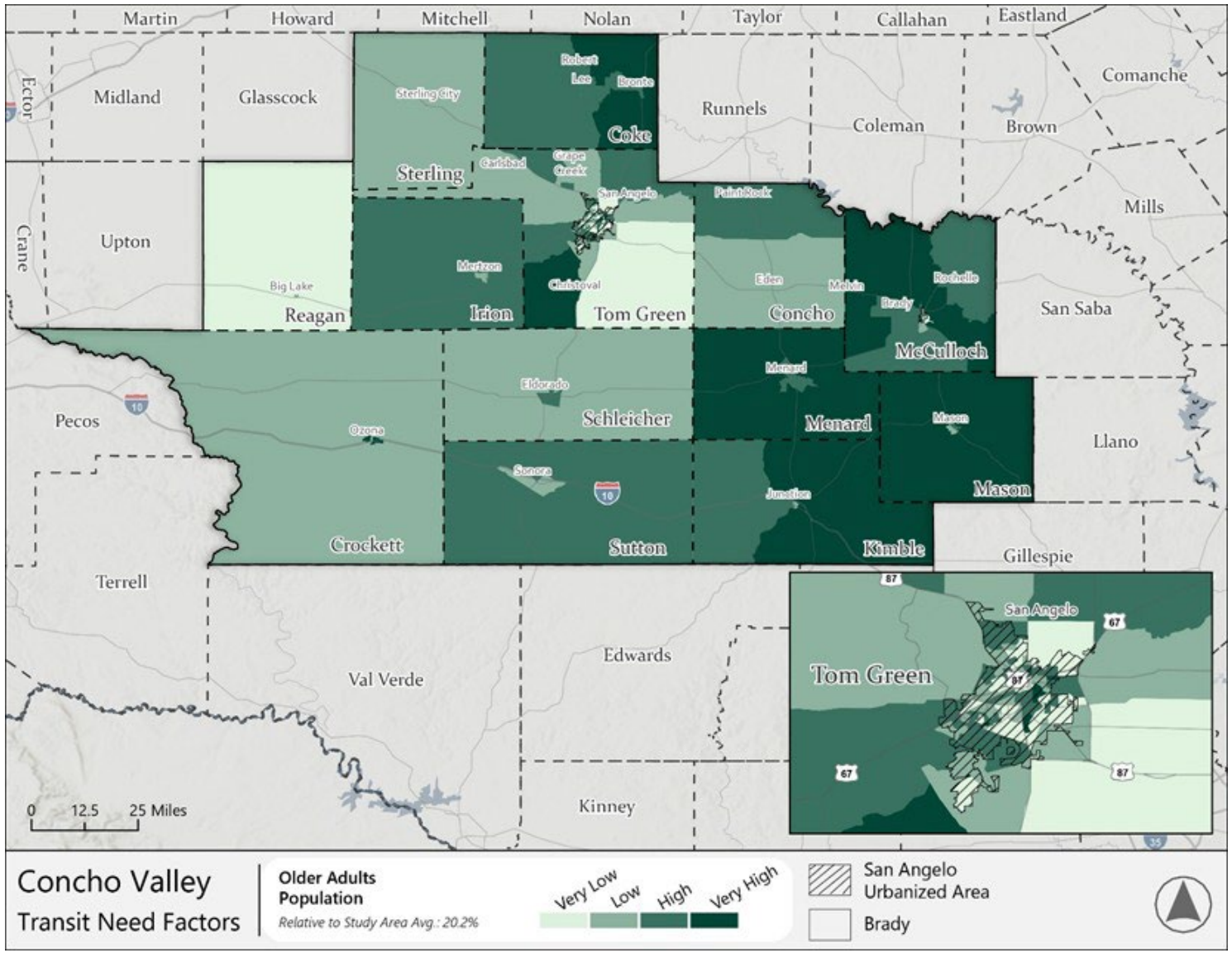
Table 4-4: Older Adults Population Projections by County

Older Adults (65+)	2020	2030	2040	2050	2060
Coke County, TX	909	1,137	1,127	1,091	1,121
Concho County, TX	728	819	650	476	427
Crockett County, TX	670	909	844	688	560
Irion County, TX	324	505	548	496	480
Kimble County, TX	1,280	1,528	1,355	1,128	1,039
Mason County, TX	1,274	1,390	1,256	1,085	991
McCulloch County, TX	1,939	2,279	2,129	1,834	1,616
Menard County, TX	601	752	690	582	508

Older Adults (65+)	2020	2030	2040	2050	2060
Reagan County, TX	396	694	821	844	813
Schleicher County, TX	570	788	671	507	383
Sterling County, TX	267	413	512	616	714
Sutton County, TX	709	978	938	703	557
Tom Green County, TX	20,175	24,591	25,825	27,968	32,594
Concho Valley Region	***29,842***	***36,783***	***37,366***	***38,018***	***41,803***
State of Texas	3,921,135	5,652,246	6,822,099	7,912,994	9,223,762
Percentage Change		2020-2030%	2030-2040%	2040-2050%	2050-2060%
Coke County, TX		25.1%	-0.9%	-3.2%	2.7%
Concho County, TX		12.5%	-20.6%	-26.8%	-10.3%
Crockett County, TX		35.7%	-7.2%	-18.5%	-18.6%
Irion County, TX		55.9%	8.5%	-9.5%	-3.2%
Kimble County, TX		19.4%	-11.3%	-16.8%	-7.9%
Mason County, TX		9.1%	-9.6%	-13.6%	-8.7%
McCulloch County, TX		17.5%	-6.6%	-13.9%	-11.9%
Menard County, TX		25.1%	-8.2%	-15.7%	-12.7%
Reagan County, TX		75.3%	18.3%	2.8%	-3.7%
Schleicher County, TX		38.2%	-14.8%	-24.4%	-24.5%
Sterling County, TX		54.7%	24.0%	20.3%	15.9%
Sutton County, TX		37.9%	-4.1%	-25.1%	-20.8%
Tom Green County, TX		21.9%	5.0%	8.3%	16.5%
Concho Valley Region		23.3%	1.6%	1.7%	10.0%
State of Texas		44.1%	20.7%	16.0%	16.6%

SOURCE: TEXAS DEMOGRAPHIC CENTER

Figure 4-4: Concho Valley Region Older Adults Population



College Population

College-age population includes individuals aged 18 to 24. Data of population estimates for this group are based on ACS 5-year estimates, while population projections are based on Texas Demographic Center's county-level population projections. **Table 4-5** summarizes 2023 estimates of the college-age population and their share of total population across the Concho Valley region, while **Table 4-6** presents county-level projections. **Figure 4-5** illustrates the relative concentration of college-age residents throughout the region.

Key observations include:

- In 2023, college-age residents comprised approximately 9.4 percent of the total population in the Concho Valley region.
- County-level shares vary considerably, ranging from 0.2 percent in Crockett County, to 10.5 percent in Tom Green County. Other counties with higher relative shares include Reagan (10.4%) and Concho (8.1%).
- The college-age population in the region is projected to increase slightly to 14,935 by 2030, before declining to 14,273 by 2040. This pattern reflects demographic shifts, including aging and migration out of rural areas.
- Block groups with very high relative concentrations of college-age residents (more than double at 9.4%) are concentrated solely in San Angelo.

Table 4-5: College-Age Population by County

College Population (18-24)	Number	Percent
Coke County, TX	148	4.5%
Concho County, TX	266	8.1%
Crockett County, TX	5	0.2%
Irion County, TX	22	1.5%
Kimble County, TX	280	6.4%
Mason County, TX	256	6.5%
McCulloch County, TX	562	7.4%
Menard County, TX	44	2.2%
Reagan County, TX	340	10.4%
Schleicher County, TX	148	6.1%
Sterling County, TX	102	7.3%
Sutton County, TX	260	7.9%
Tom Green County, TX	12,513	10.5%
Concho Valley Region	14,946	9.4%

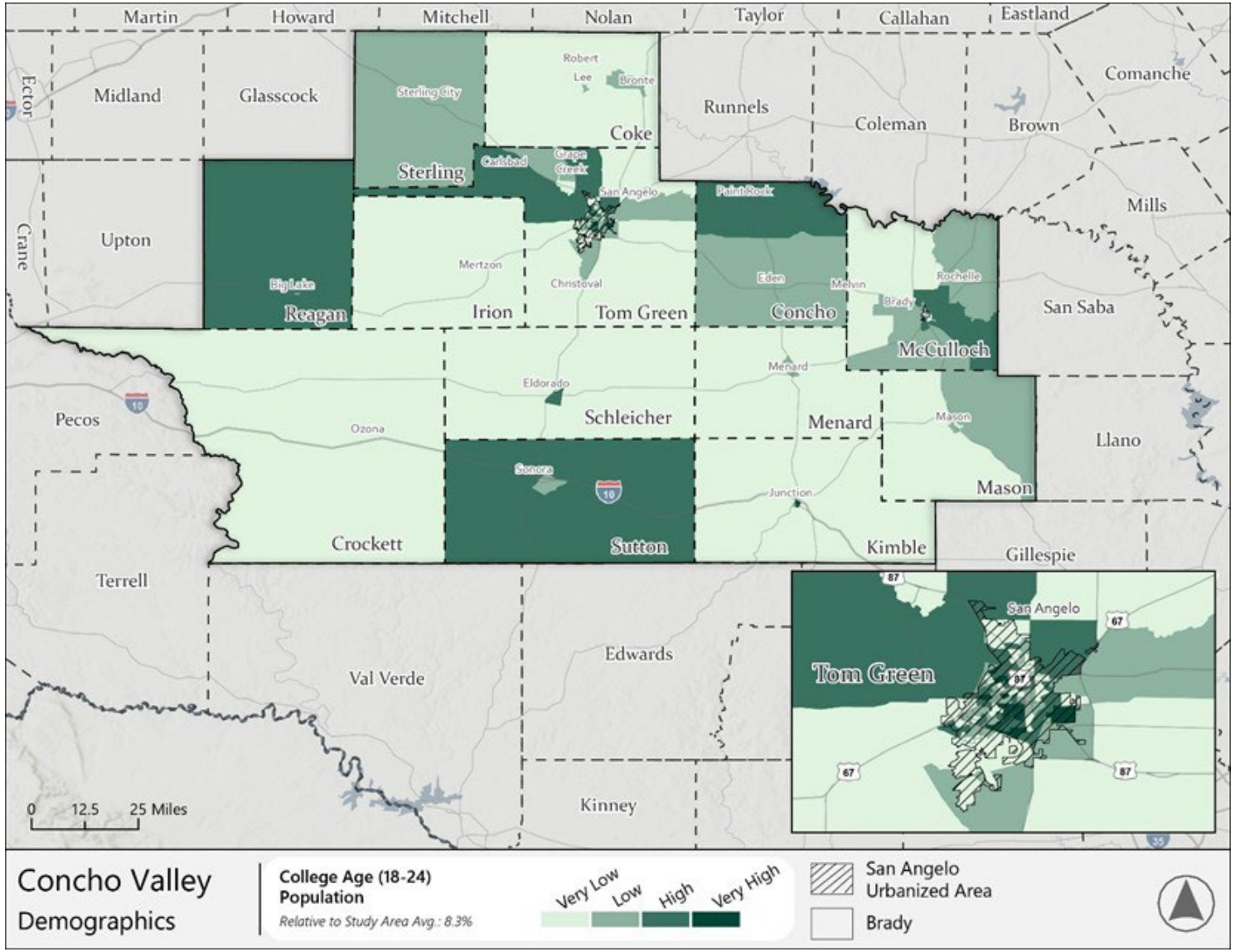
SOURCE: CENSUS ACS 5-YEAR ESTIMATES

Table 4-6: College-Age Population Projections by County

College Age Population (18-24)	2020	2030	2040	2050	2060
Coke County, TX	189	241	266	271	282
Concho County, TX	225	257	272	279	329
Crockett County, TX	225	189	136	102	101
Irion County, TX	89	103	86	75	75
Kimble County, TX	248	241	253	242	202
Mason County, TX	220	293	238	261	267
McCulloch County, TX	465	592	453	422	440
Menard County, TX	104	115	92	100	82
Reagan County, TX	295	302	265	272	261
Schleicher County, TX	157	153	75	64	68
Sterling County, TX	86	146	140	144	187
Sutton County, TX	232	263	172	142	137
Tom Green County, TX	13,405	12,040	11,825	12,673	11,994
Concho Valley Region	15,940	14,935	14,273	15,047	14,425
State of Texas	2,915,232	3,302,602	3,107,692	3,385,707	3,468,142
Percentage Change		2020-2030%	2030-2040%	2040-2050%	2050-2060%
Coke County, TX		27.5%	10.4%	1.9%	4.1%
Concho County, TX		14.2%	5.8%	2.6%	17.9%
Crockett County, TX		-16.0%	-28.0%	-25.0%	-1.0%
Irion County, TX		15.7%	-16.5%	-12.8%	0.0%
Kimble County, TX		-2.8%	5.0%	-4.3%	-16.5%
Mason County, TX		33.2%	-18.8%	9.7%	2.3%
McCulloch County, TX		27.3%	-23.5%	-6.8%	4.3%
Menard County, TX		10.6%	-20.0%	8.7%	-18.0%
Reagan County, TX		2.4%	-12.3%	2.6%	-4.0%
Schleicher County, TX		-2.5%	-51.0%	-14.7%	6.3%
Sterling County, TX		69.8%	-4.1%	2.9%	29.9%
Sutton County, TX		13.4%	-34.6%	-17.4%	-3.5%
Tom Green County, TX		-10.2%	-1.8%	7.2%	-5.4%
Concho Valley Region		-6.3%	-4.4%	5.4%	-4.1%
State of Texas		13.3%	-5.9%	8.9%	2.4%

SOURCE: TEXAS DEMOGRAPHIC CENTER

Figure 4-5: Concho Valley College-Age Population



Persons with Disabilities

Persons with disabilities include individuals of all ages who experience physical, cognitive, or sensory limitations that may affect their mobility, independence, or access to daily activities. While disability status alone does not automatically indicate transit need, individuals with disabilities may have a higher need for accessible transportation options, paratransit, or other specialized services. Population estimates are drawn from the US Census Bureau's American Community Survey (ACS) 5-year estimates, encompassing both adults (18+) and minors (under 18), with future projections provided by the Texas Demographic Center. **Table 4-7** summarizes 2023 estimates of persons with disabilities across the Concho Valley region, while **Figure 4-6** illustrates the relative concentration of this population throughout the region.

Key observations include:

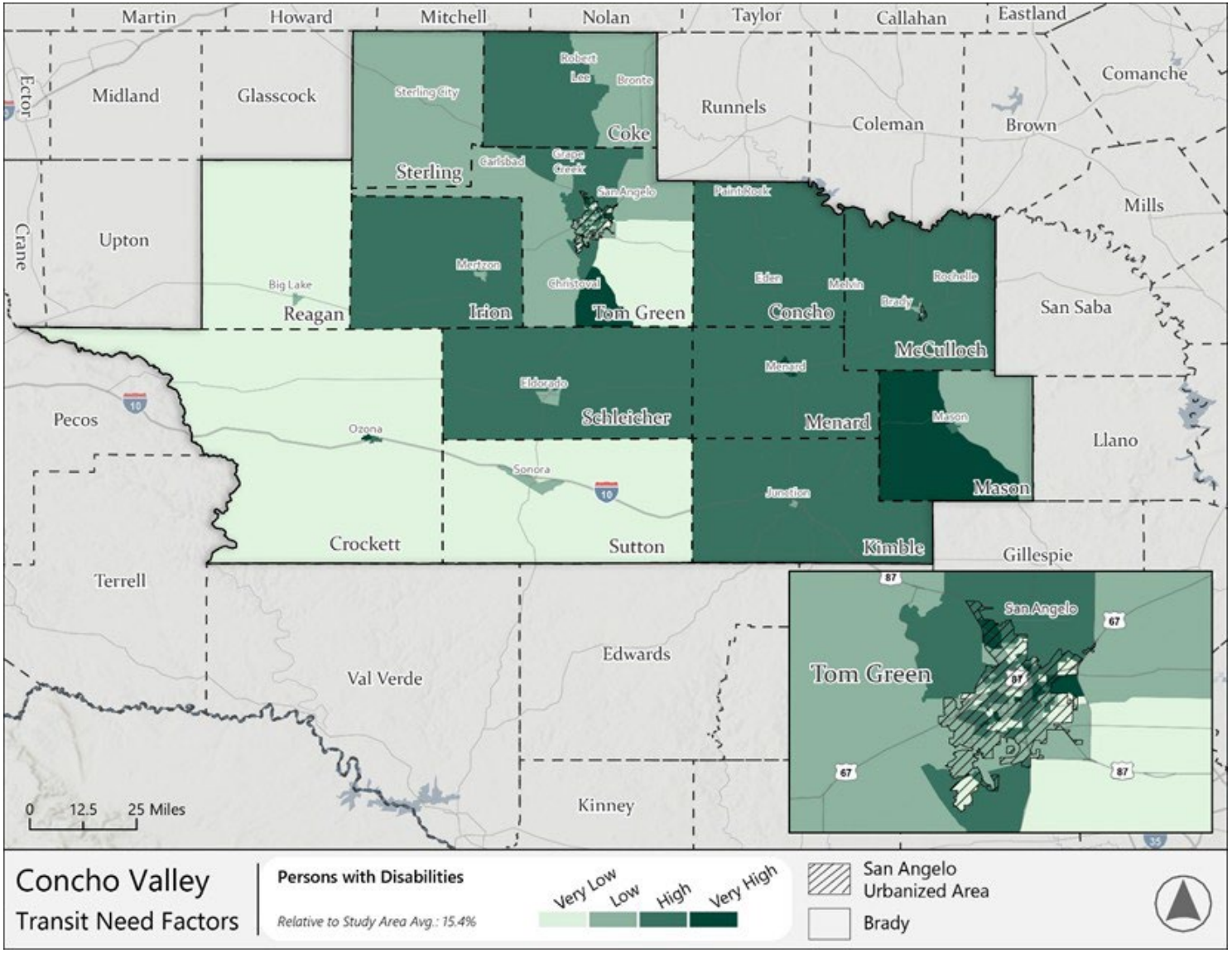
- In 2023, approximately 14.9 percent of the Concho Valley population reported having a disability, with county-level percentages ranging from 6.9 percent in Sutton County to 22.3 percent in Menard County.
- Minors under age 18 with disabilities comprise roughly 1.3 percent of the regional population. Mason County (2.9%) and Kimble County (1.4%) have the highest shares of youth with disabilities.
- Counties with the highest overall prevalence of persons with disabilities include Mason (21.2%), McCulloch (19.5%), Menard (22.3%), Coke (17.8%), and Kimble (17.3%). These counties reflect a combination of aging populations and rural characteristics.
- Tom Green County has the largest absolute number of residents with disabilities with a total of 17,436 individuals (14.6% of the county population).
- Smaller rural counties, including Sutton (6.9%), Reagan (7.8%), and Sterling (9.9%), report the lowest relative shares of the population with disabilities.
- Block groups with very high relative concentrations of persons with disabilities are primarily located in Tom Green County, including several within the San Angelo urbanized area, as well as in Mason County.

Table 4-7: Persons with Disabilities by County

Persons with Disabilities Total	Number	Percent
Coke County, TX	591	17.8%
Concho County, TX	519	15.7%
Crockett County, TX	421	14.6%
Irion County, TX	210	14.7%
Kimble County, TX	754	17.3%
Mason County, TX	836	21.2%
McCulloch County, TX	1,472	19.5%
Menard County, TX	437	22.3%
Reagan County, TX	254	7.8%
Schleicher County, TX	295	12.2%
Sterling County, TX	138	9.9%
Sutton County, TX	228	6.9%
Tom Green County, TX	17,436	14.6%
Concho Valley Region	23,591	14.9%
Persons with Disabilities (Over 18)	**Number**	**Percent**
Coke County, TX	566	17.1%
Concho County, TX	486	14.7%
Crockett County, TX	421	14.6%
Irion County, TX	188	13.1%
Kimble County, TX	694	15.9%
Mason County, TX	720	18.2%
McCulloch County, TX	1,458	19.3%
Menard County, TX	433	22.0%
Reagan County, TX	254	7.8%
Schleicher County, TX	269	11.1%
Sterling County, TX	135	9.7%
Sutton County, TX	195	5.9%
Tom Green County, TX	15,770	13.2%
Concho Valley Region	21,589	13.6%
Persons with Disabilities (Under 18)	**Number**	**Percent**
Coke County, TX	25	0.8%
Concho County, TX	33	1.0%
Crockett County, TX	0	0.0%
Irion County, TX	22	1.5%
Kimble County, TX	60	1.4%
Mason County, TX	116	2.9%
McCulloch County, TX	14	0.2%
Menard County, TX	4	0.2%
Reagan County, TX	0	0.0%
Schleicher County, TX	26	1.1%
Sterling County, TX	3	0.2%
Sutton County, TX	33	1.0%
Tom Green County, TX	1,666	1.4%
Concho Valley Region	2,002	1.3%

SOURCE: CENSUS ACS 5-YEAR ESTIMATES

Figure 4-6: Concho Valley Persons with Disabilities Population



Low-Income Households

Low-income households are defined as households with incomes below the federal poverty level, which is established annually by the US Census Bureau. These households may face financial constraints that limit access to reliable personal transportation and increase sensitivity to transportation costs. Estimates of low-income households were sourced from the US Census Bureau's ACS 5-year estimates.

Table 4-8 presents 2023 estimates of low-income households across the Concho Valley region, while **Figure 4-7** visualizes their relative concentrations. Key observations include:

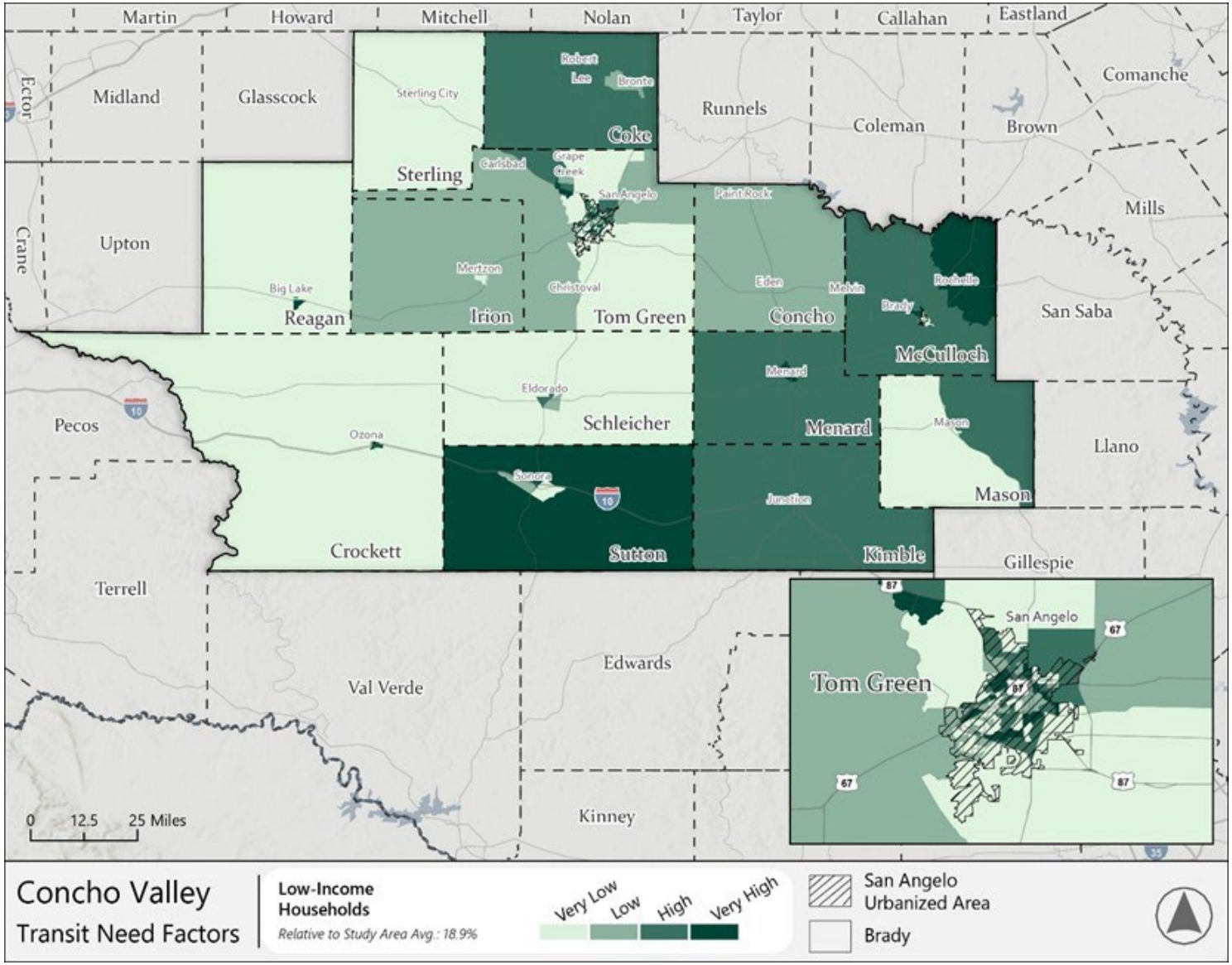
- Across the Concho Valley region, approximately 10,402 households (17.0%) are classified as low-income, indicating that nearly one in six households may face economic barriers to transportation.
- Menard County (28.0%), Kimble County (25.5%), and McCulloch County (24.5%) have the highest proportions of low-income households in the region.
- Other counties exceeding the regional average include Coke (21.3%), Mason (20.0%), and Schleicher (18.0%).
- Sutton County appears to have a comparatively high proportion of low-income households; however, this is largely attributable to a geographically large but sparsely-populated census block group that exceeds the regional average for low-income households. As a result, the apparent concentration reflects the characteristics of this block group rather than the county as a whole.
- Counties with the lowest shares of low-income households include Crockett (4.8%), Sterling (5.2%), and Sutton (12.8%), reflecting relative economic stability.
- Block groups with very high concentrations of low-income households are concentrated in Big Lake, Ozona, San Angelo, Grape Creek, Brady, Rochelle, Sonora, Menard, and Sutton County, reflecting pockets of higher economic need across both urbanized and rural areas.

Table 4-8: Low-Income Households by County

Low-Income Households	Number	Percent
Coke County, TX	317	21.3%
Concho Coun	125	14.7%
Crockett County, TX	56	4.8%
Irion County, TX	90	14.9%
Kimble County, TX	473	25.5%
Mason County, TX	310	20.0%
McCulloch County, TX	753	24.5%
Menard County, TX	233	28.0%
Reagan County, TX	157	15.0%
Schleicher County, TX	165	18.0%
Sterling County, TX	21	5.2%
Sutton County, TX	158	12.8%
Tom Green County, TX	7,544	16.4%
Concho Valley Region	10,402	17.0%

SOURCE: CENSUS ACS 5-YEAR ESTIMATES

Figure 4-7: Concho Valley Region Low-Income Households



Zero-Vehicle Households

Zero-vehicle households are defined as occupied households that do not have access to personal vehicles. These households are among the most likely to use transit to meet their daily travel needs. In rural areas, the absence of a household vehicle can create significant barriers to accessing employment, healthcare, education, and other essential services. Estimates of zero-vehicle households are sourced from the American Community Survey (ACS) 5-year estimates. **Table 4-9** presents estimates of zero-vehicle (autoless) households across the Concho Valley region in 2023, while **Figure 4-8** visualizes their relative concentrations.

Key observations include:

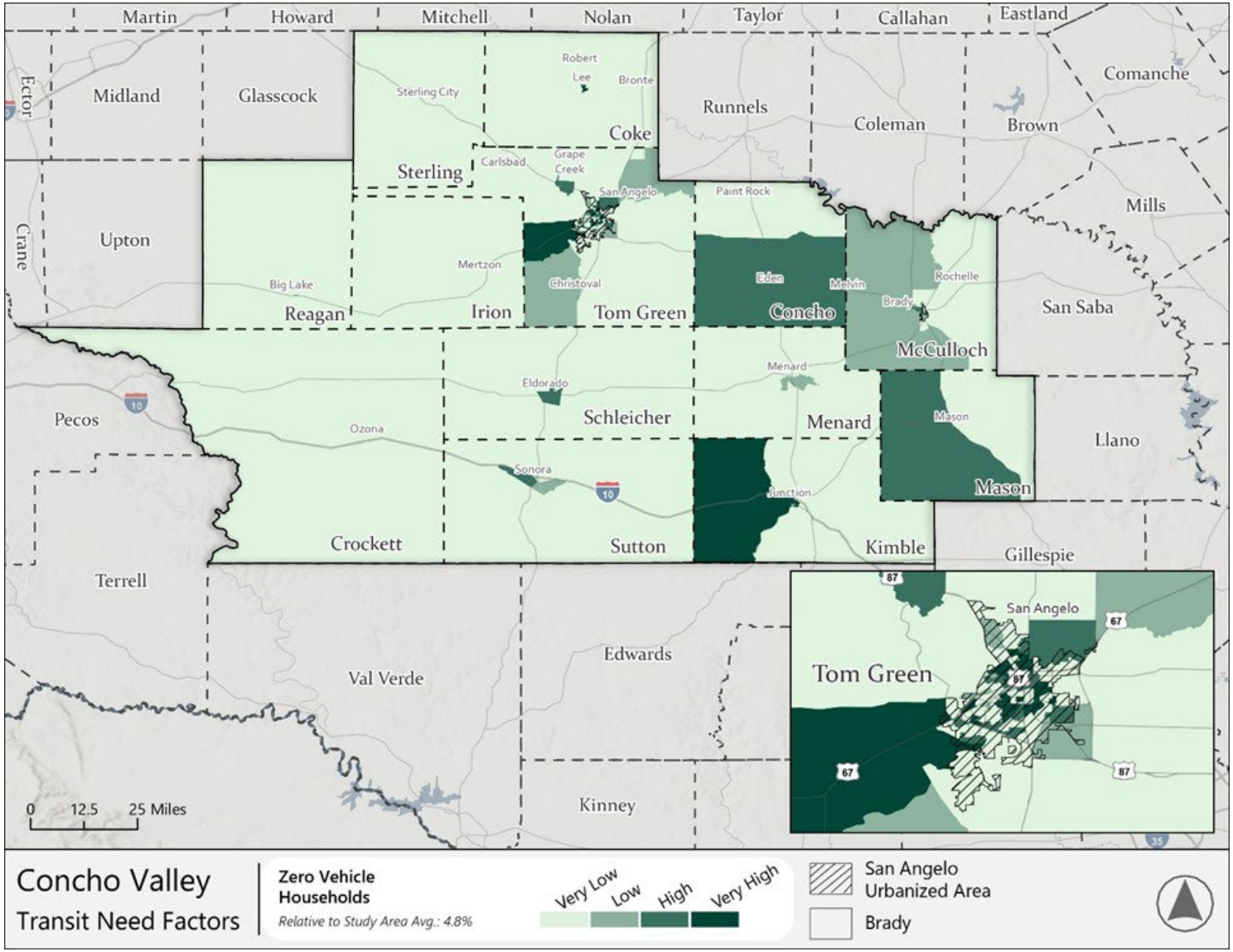
- Across the Concho Valley region, approximately 2,586 households report having no access to a personal vehicle, representing 4.2 percent of all households.
- Tom Green County has the largest number of zero-vehicle households (2,087), with a rate slightly above the regional average (4.5%).
- McCulloch County also has a relatively high share of zero-vehicle households, at 5.7%.
- Other counties with rates near or above the regional average include Kimble County (5.3%), Mason County (3.8%), and Sutton County (1.9%).
- In contrast, Crockett County and Sterling County report no zero-vehicle households, while Irion County (1.3%) and Menard County (1.7%) have very low rates.
- Block groups with very high relative concentrations of zero-vehicle households (more than double the regional average of 4.2%) are located in Tom Green County, including the San Angelo urbanized area, as well as in Kimble County and Brady.

Table 4-9: Zero-Vehicle Households by County

Zero-Vehicle Households	Number	Percent
Coke County, TX	45	3.0%
Concho County, TX	31	3.7%
Crockett County, TX	0	0.0%
Irion County, TX	8	1.3%
Kimble County, TX	98	5.3%
Mason County, TX	59	3.8%
McCulloch County, TX	175	5.7%
Menard County, TX	14	1.7%
Reagan County, TX	10	1.0%
Schleicher County, TX	35	3.8%
Sterling County, TX	0	0.0%
Sutton County, TX	24	1.9%
Tom Green County, TX	2,087	4.5%
Concho Valley Region	2,586	4.2%

SOURCE: CENSUS ACS 5-YEAR ESTIMATES

Figure 4-8: Concho Valley Region Zero-Vehicle Households



Population by Race

Population by race or ethnicity is not an indicator of transportation need on its own, but in some cases these population trends are correlated with other socioeconomic indicators. Population counts by race and Hispanic or Latino origin are based on the ACS 5-year estimates aggregated at the county level. **Table 4-10** summarizes population estimates by race and ethnicity for the Concho Valley region.

The Concho Valley region has a total population of 158,542 residents. Approximately 60 percent (95,836) identify as Not Hispanic or Latino, while 40 percent (62,706) identify as Hispanic or Latino.

Among the non-Hispanic population, White alone is the dominant racial group regionwide, accounting for approximately 84,739 residents. Smaller populations include Black or African American alone (4,541), Asian alone (1,716), and American Indian and Alaska Native alone (130). These populations are most heavily concentrated in Tom Green County, which contains the region's primary urban center and the majority of the region's total population.

Hispanic or Latino residents account for a substantial share of the regional population, totaling 62,706 individuals. Within this group, White alone (24,553) represents the largest single racial classification, but does not constitute a majority of Hispanic or Latino responses. A significant portion of Hispanic or Latino residents identified as "Some other race alone" (12,645) or "Two or more races (24,273)"—a pattern that is consistent across many counties in the region.

Figure 4-9 illustrates the spatial distribution of minority populations across the Concho Valley region. Minority populations are defined as all persons except those identifying as White alone, not Hispanic or Latino. The highest relative concentrations of minority residents are located in Tom Green County, particularly within the San Angelo urbanized area.

Outside of San Angelo, block groups with elevated relative concentrations of minority residents are present in Reagan and Concho counties, as well as in the communities of Eldorado, Menard, Brady, Mason, Junction, and Ozona, indicating localized concentrations of minority populations within otherwise low-density rural areas.

Table 4-10: Population by Race/Ethnicity by County

	Coke County	Concho County	Crockett County
Total:	3,315	3,301	2,881
Not Hispanic or Latino:	2,624	2,277	1,086
White alone	2,501	2,019	1,067
Black or African American alone	57	122	17
American Indian and Alaska Native alone	0	2	0
Asian alone	4	54	0
Native Hawaiian and Other Pacific Islander alone	0	0	0

Some other race alone	0	6	0
Two or more races:	62	74	2
Hispanic or Latino:	691	1,024	1,795
White alone	322	547	3
Black or African American alone	1	0	0
American Indian and Alaska Native alone	10	0	0
Asian alone	0	0	0
Native Hawaiian and Other Pacific Islander alone	0	0	0
Some other race alone	116	52	1,355
Two or more races:	242	425	437

	Irion County	Kimble County	Mason County
Total:	1,432	4,355	3,951
Not Hispanic or Latino:	1,004	3,241	3,125
White alone	988	3,092	3,062
Black or African American alone	0	84	3
American Indian and Alaska Native alone	4	12	0
Asian alone	0	0	29
Native Hawaiian and Other Pacific Islander alone	0	0	0
Some other race alone	0	0	0
Two or more races:	12	53	31
Hispanic or Latino:	428	1,114	826
White alone	5	348	280
Black or African American alone	0	14	0
American Indian and Alaska Native alone	0	4	0
Asian alone	0	0	0
Native Hawaiian and Other Pacific Islander alone	0	0	0
Some other race alone	347	179	274
Two or more races:	76	569	272

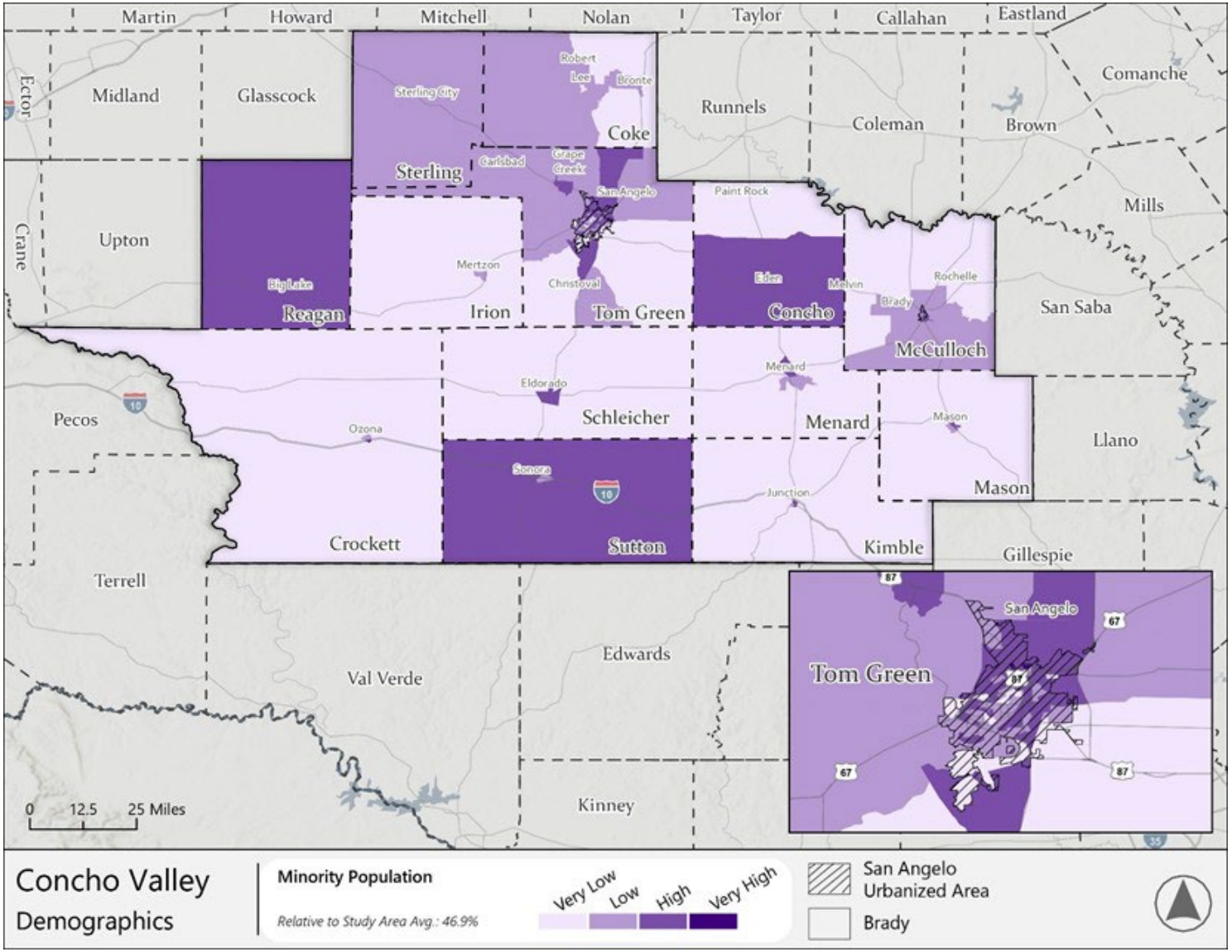
	McCulloch County	Menard County	Reagan County
Total:	7,565	1,964	3,259
Not Hispanic or Latino:	5,240	1,415	1,073
White alone	4,813	1,343	771
Black or African American alone	58	8	159
American Indian and Alaska Native alone	7	0	0
Asian alone	35	0	64
Native Hawaiian and Other Pacific Islander alone	0	0	0
Some other race alone	0	0	0
Two or more races:	327	64	79
Hispanic or Latino:	2,325	549	2,186
White alone	849	251	472
Black or African American alone	0	0	18
American Indian and Alaska Native alone	52	21	46

Asian alone	0	0	0
Native Hawaiian and Other Pacific Islander alone	0	0	0
Some other race alone	281	72	956
Two or more races:	1,143	205	694

	Schleicher County	Sterling County	Sutton County
Total:	2,426	1,389	3,306
Not Hispanic or Latino:	1,144	942	1,144
White alone	1,077	932	1,065
Black or African American alone	18	2	4
American Indian and Alaska Native alone	0	2	15
Asian alone	0	2	0
Native Hawaiian and Other Pacific Islander alone	9	0	11
Some other race alone	0	0	6
Two or more races:	40	4	43
Hispanic or Latino:	1,282	447	2,162
White alone	364	203	563
Black or African American alone	0	0	0
American Indian and Alaska Native alone	1	0	14
Asian alone	0	0	0
Native Hawaiian and Other Pacific Islander alone	0	0	0
Some other race alone	715	117	1,326
Two or more races:	202	127	259

	Tom Green County	Concho Valley Region
Total:	119,398	158,542
Not Hispanic or Latino:	71,521	95,836
White alone	62,009	84,739
Black or African American alone	4,009	4,541
American Indian and Alaska Native alone	88	130
Asian alone	1,528	1,716
Native Hawaiian and Other Pacific Islander alone	110	130
Some other race alone	553	565
Two or more races:	3,224	4,015
Hispanic or Latino:	47,877	62,706
White alone	20,346	24,553
Black or African American alone	478	511
American Indian and Alaska Native alone	483	631
Asian alone	89	89
Native Hawaiian and Other Pacific Islander alone	4	4
Some other race alone	6,855	12,645
Two or more races:	19,622	24,273

Figure 4-9: Concho Valley Minority Population



Youth Population

Youth population includes individuals aged 10 to 17 representing mostly middle school and high school residents. Youth population estimates are derived from the American Community Survey (ACS) 5-year estimates. **Table 4-11** shows estimates and percentages of youth (ages 10 to 17) across the Concho Valley region in 2023, while **Figure 4-10** visualizes their relative distribution.

Key observations include:

- Youth comprise approximately 10.8 percent of the Concho Valley region's population.
- Counties with the highest relative shares of youth include Reagan (17.9%), Sterling (16.3%), Irion (14.6%), and Menard (13.3%).
- Several counties have proportions near the regional average, including Tom Green (10.9%), McCulloch (10.6%), and Sutton (9.5%).
- Counties with the lowest relative youth shares include Concho (6.5%), Mason (6.9%), and Crockett (7.8%).
- Block groups with very high relative concentrations of youth (more than double the regional average of 10.8%) are located in Brady, San Angelo, Grape Creek and Mertzon.

Table 4-11: Youth Population by County

Youth Population (10-17)	Number	Percent
Coke County, TX	378	11.4%
Concho County, TX	216	6.5%
Crockett County, TX	226	7.8%
Irion County, TX	209	14.6%
Kimble County, TX	321	7.4%
Mason County, TX	271	6.9%
McCulloch County, TX	802	10.6%
Menard County, TX	261	13.3%
Reagan County, TX	582	17.9%
Schleicher County, TX	265	10.9%
Sterling County, TX	227	16.3%
Sutton County, TX	315	9.5%
Tom Green County, TX	13,068	10.9%
Concho Valley Region	17,141	10.8%

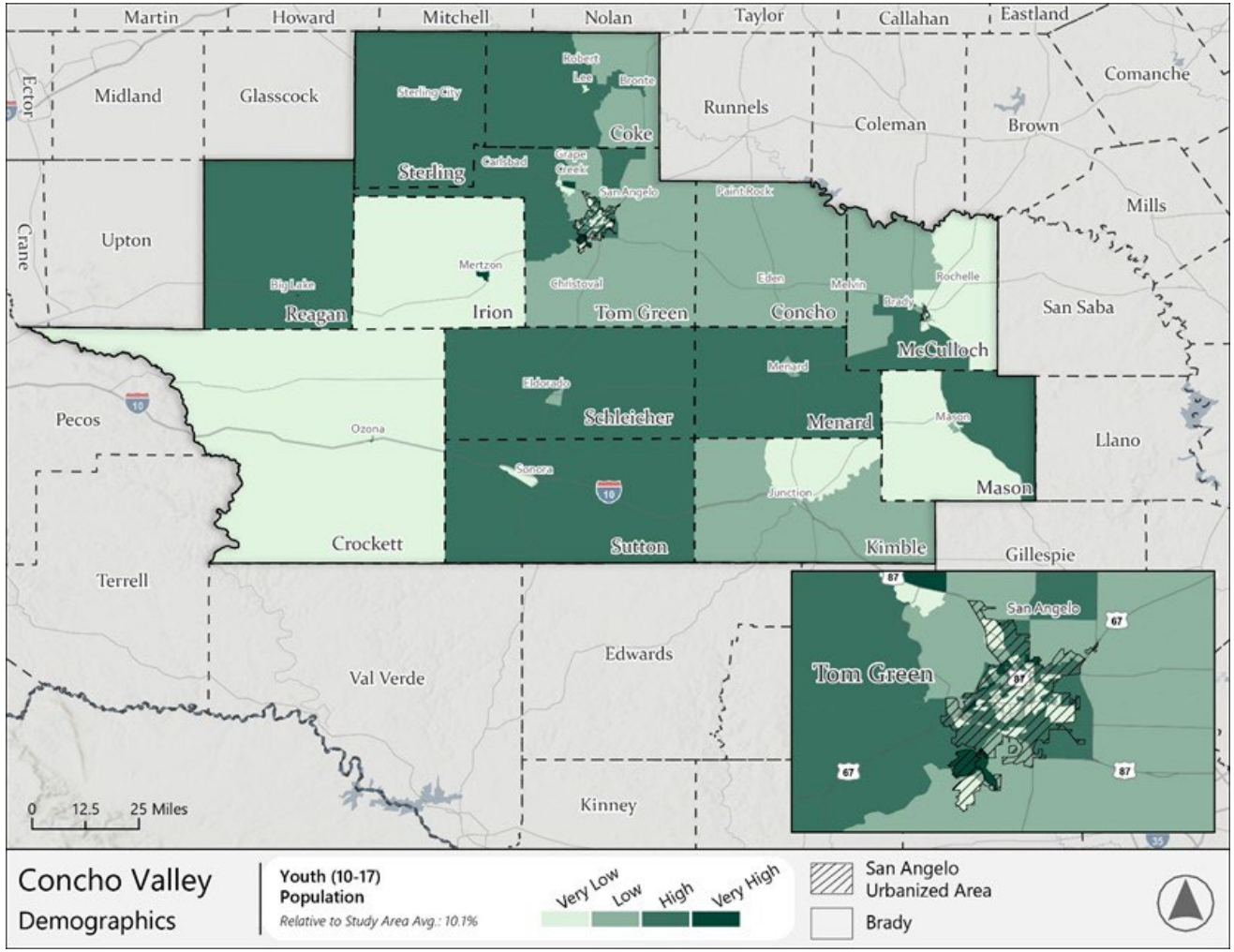
SOURCE: CENSUS ACS 5-YEAR ESTIMATES

Table 4-12: Youth Population Projections by County

Youth Population (10-17)	2020	2030	2040	2050	2060
Coke County, TX	288	330	316	335	323
Concho County, TX	206	205	153	236	267
Crockett County, TX	310	208	162	134	133
Irion County, TX	157	136	100	97	88
Kimble County, TX	348	317	318	272	226
Mason County, TX	349	325	312	323	293
McCulloch County, TX	783	632	543	554	508
Menard County, TX	163	142	130	107	101
Reagan County, TX	493	342	336	340	277
Schleicher County, TX	291	177	105	90	56
Sterling County, TX	160	168	150	200	178
Sutton County, TX	391	256	213	173	171
Tom Green County, TX	12,988	12,609	13,861	13,166	12,465
Concho Valley Region	16,927	15,847	16,699	16,027	15,086
State of Texas	3,452,789	3,335,767	3,543,837	3,704,090	3,607,916
Percentage Change		2020-2030%	2030-2040%	2040-2050%	2050-2060%
Coke County, TX		14.6%	-4.2%	6.0%	-3.6%
Concho County, TX		-0.5%	-25.4%	54.2%	13.1%
Crockett County, TX		-32.9%	-22.1%	-17.3%	-0.7%
Irion County, TX		-13.4%	-26.5%	-3.0%	-9.3%
Kimble County, TX		-8.9%	0.3%	-14.5%	-16.9%
Mason County, TX		-6.9%	-4.0%	3.5%	-9.3%
McCulloch County, TX		-19.3%	-14.1%	2.0%	-8.3%
Menard County, TX		-12.9%	-8.5%	-17.7%	-5.6%
Reagan County, TX		-30.6%	-1.8%	1.2%	-18.5%
Schleicher County, TX		-39.2%	-40.7%	-14.3%	-37.8%
Sterling County, TX		5.0%	-10.7%	33.3%	-11.0%
Sutton County, TX		-34.5%	-16.8%	-18.8%	-1.2%
Tom Green County, TX		-2.9%	9.9%	-5.0%	-5.3%
Concho Valley Region		-6.4%	5.4%	-4.0%	-5.9%
State of Texas		-3.4%	6.2%	4.5%	-2.6%

SOURCE: TEXAS DEMOGRAPHIC CENTER

Figure 4-10: Concho Valley Youth Population



Population by Language

Limited English Proficiency (LEP) refers to individuals aged five and older who speak a language other than English at home and report speaking English less than "very well." LEP populations may face additional challenges in accessing information about public services, including transportation, and might require translations of public information.

Data for the Concho Valley region are sourced from the US Census Bureau's American Community Survey (ACS) 5-year estimates. **Table 4-13** summarizes LEP population estimates by county.

Key observations include:

- Across the region, there are 8,402 LEP individuals, representing 5.6 percent of the total population aged five and older in the Concho Valley region.
- Spanish is the most common LEP language. Counties with the largest shares of Spanish-speaking LEP residents include Concho (15.5%), Reagan (12.3%), Sutton (11.9%), and Crockett (8.8%).
- Smaller numbers of LEP individuals speak languages other than Spanish. These include German, Russian/Slavic, Vietnamese, Tagalog, and other Asian and Pacific Island languages, with each language represented in a small number of counties.

Table 4-13: Concho Valley LEP Population by County

	Coke County		Concho County		Crockett County	
	# Population	% Population	# Population	% Population	# Population	% Population
Total Pop. (5 yrs. and over)	3,170	100.0%	3,211	100.0%	2,776	100.0%
Speak only English	2,878	90.8%	2,219	69.1%	1,124	40.5%
LEP Population	# Estimated	% LEP of County Pop.	Est. LEP Population	% LEP Population	Est. LEP Population	% LEP Population
Spanish	44	1.4%	497	15.5%	244	8.8%
French, Haitian, or Cajun	0	0.0%	0	0.0%	0	0.0%
German or other West Germanic languages	0	0.0%	0	0.0%	0	0.0%
Russian, Polish, or other Slavic languages	0	0.0%	26	0.8%	0	0.0%
Other Indo-European languages	0	0.0%	6	0.2%	0	0.0%
Korean	0	0.0%	0	0.0%	0	0.0%
Chinese (incl. Mandarin, Cantonese)	0	0.0%	0	0.0%	0	0.0%
Vietnamese	0	0.0%	16	0.5%	0	0.0%
Tagalog (incl. Filipino)	0	0.0%	0	0.0%	0	0.0%
Other Asian and Pacific Island languages	13	0.4%	0	0.0%	0	0.0%
Arabic	0	0.0%	0	0.0%	0	0.0%
Other and unspecified languages	0	0.0%	0	0.0%	0	0.0%

	Irion County		Kimble County		Mason County	
	# Population	% Population	# Population	% Population	# Population	% Population
Total Pop. (5 yrs. and over)	1,378	100.0%	4,145	100.0%	3,642	100.0%
Speak only English	1,063	77.1%	3,242	78.2%	2,945	80.9%
LEP Population	Est. LEP Population	% LEP Population	Est. LEP Population	% LEP Population	Est. LEP Population	% LEP Population
Spanish	16	1.2%	298	7.2%	204	5.6%
French, Haitian, or Cajun	0	0.0%	0	0.0%	0	0.0%
German or other West Germanic languages	0	0.0%	0	0.0%	10	0.3%
Russian, Polish, or other Slavic languages	0	0.0%	0	0.0%	0	0.0%
Other Indo-European languages	0	0.0%	0	0.0%	5	0.1%
Korean	0	0.0%	0	0.0%	0	0.0%
Chinese (incl. Mandarin, Cantonese)	0	0.0%	0	0.0%	0	0.0%
Vietnamese	0	0.0%	0	0.0%	0	0.0%
Tagalog (incl. Filipino)	0	0.0%	0	0.0%	0	0.0%
Other Asian and Pacific Island languages	0	0.0%	0	0.0%	0	0.0%
Arabic	0	0.0%	0	0.0%	0	0.0%
Other and unspecified languages	0	0.0%	9	0.2%	0	0.0%

	McCulloch County		Menard County		Reagan County	
	# Population	% Population	# Population	% Population	# Population	% Population
Total Pop. (5 yrs. and over)	7,156	100.0%	1,882	100.0%	2,913	100.0%
Speak only English	5,339	74.6%	1,470	78.1%	1,677	57.6%
LEP Population	Est. LEP Population	% LEP Population	Est. LEP Population	% LEP Population	Est. LEP Population	% LEP Population
Spanish	406	5.7%	102	5.4%	357	12.3%
French, Haitian, or Cajun	0	0.0%	0	0.0%	0	0.0%
German or other West Germanic languages	0	0.0%	0	0.0%	0	0.0%
Russian, Polish, or other Slavic languages	0	0.0%	0	0.0%	0	0.0%
Other Indo-European languages	0	0.0%	0	0.0%	0	0.0%
Korean	0	0.0%	0	0.0%	0	0.0%
Chinese (incl. Mandarin, Cantonese)	0	0.0%	0	0.0%	0	0.0%
Vietnamese	0	0.0%	0	0.0%	0	0.0%
Tagalog (incl. Filipino)	0	0.0%	0	0.0%	0	0.0%
Other Asian and Pacific Island languages	0	0.0%	0	0.0%	20	0.7%
Arabic	0	0.0%	0	0.0%	0	0.0%
Other and unspecified languages	0	0.0%	0	0.0%	0	0.0%

	Schleicher County		Sterling County		Sutton County	
	# Population	% Population	# Population	% Population	# Population	% Population
Total Pop. (5 yrs. and over)	2,235	100.0%	1,263	100.0%	3,049	100.0%
Speak only English	1,429	63.9%	939	74.3%	1,509	49.5%
LEP Population	Est. LEP Population	% LEP Population	Est. LEP Population	% LEP Population	Est. LEP Population	% LEP Population
Spanish	160	7.2%	74	5.9%	363	11.9%
French, Haitian, or Cajun	0	0.0%	0	0.0%	0	0.0%
German or other West Germanic languages	0	0.0%	0	0.0%	0	0.0%
Russian, Polish, or other Slavic languages	0	0.0%	0	0.0%	0	0.0%
Other Indo-European languages	0	0.0%	0	0.0%	0	0.0%
Korean	0	0.0%	0	0.0%	0	0.0%
Chinese (incl. Mandarin, Cantonese)	0	0.0%	0	0.0%	0	0.0%
Vietnamese	0	0.0%	0	0.0%	0	0.0%
Tagalog (incl. Filipino)	0	0.0%	0	0.0%	0	0.0%
Other Asian and Pacific Island languages	0	0.0%	0	0.0%	0	0.0%
Arabic	0	0.0%	0	0.0%	0	0.0%
Other and unspecified languages	0	0.0%	0	0.0%	0	0.0%

	Tom Green County		Concho Valley Region	
	# Population	% Population	# Population	% Population
Total Pop. (5 yrs. and over)	111,907	100.0%	148,727	100.0%
Speak only English	85,497	76.4%	111,331	74.9%
LEP Population	Est. LEP Population	% LEP Population	# Estimated	% LEP of County Pop.
Spanish	5,637	5.0%	8,402	5.6%
French, Haitian, or Cajun	43	0.0%	43	0.0%
German or other West Germanic languages	104	0.1%	114	0.1%
Russian, Polish, or other Slavic languages	24	0.0%	50	0.0%
Other Indo-European languages	64	0.1%	75	0.1%
Korean	96	0.1%	96	0.1%
Chinese (incl. Mandarin, Cantonese)	7	0.0%	7	0.0%
Vietnamese	35	0.0%	51	0.0%
Tagalog (incl. Filipino)	239	0.2%	239	0.2%
Other Asian and Pacific Island languages	144	0.1%	177	0.1%
Arabic	15	0.0%	15	0.0%
Other and unspecified languages	35	0.0%	44	0.0%

SOURCE: CENSUS ACS 5-YEAR ESTIMATES

Veterans

Veteran population includes individuals aged 18 and older who previously served on active duty in the US Armed Forces and are no longer on active service. Veterans are important to consider for transportation needs due to age, disability prevalence, access to Veterans Affairs (VA) medical facilities, employment centers, and social services. Veteran population estimates are drawn from ACS 5-year estimates. **Table 4-14** shows the estimated number and share of veterans across the Concho Valley region in 2023, while **Figure 4-11** visualizes their distribution.

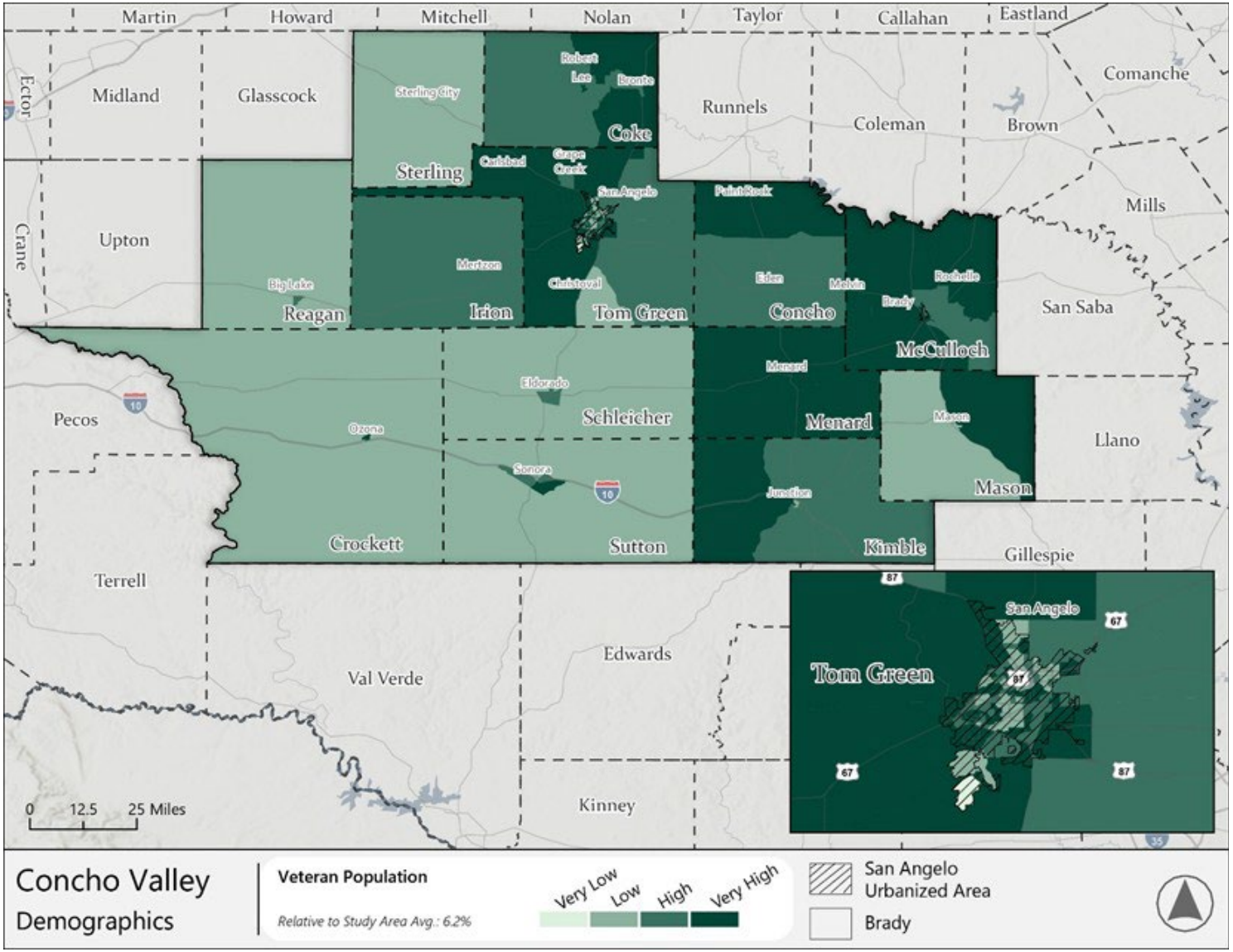
Key observations include:

- There are approximately 10,582 veterans (6.7%) living in the Concho Valley region.
- Several counties have notably high shares of veterans relative to the region, including Menard (9.5%), McCulloch (7.6%), and Tom Green (7.1%).
- Counties such as Reagan (1.3%), Sterling (1.5%), and Crockett (3.0%) report notably lower percentages of veterans than the regional average.
- Block groups with very high relative concentrations of veterans (more than double 6.7%) are located in Coke County, Tom Green County (some in the outskirts of San Angelo and northern Concho County), all of Menard County, Kimble County, and McCulloch County.

Table 4-14: Veterans Population by County

Veterans Population	Number	Percent
Coke County, TX	217	6.5%
Concho County, TX	189	5.7%
Crockett County, TX	87	3.0%
Irion County, TX	73	5.1%
Kimble County, TX	240	5.5%
Mason County, TX	173	4.4%
McCulloch County, TX	577	7.6%
Menard County, TX	186	9.5%
Reagan County, TX	41	1.3%
Schleicher County, TX	117	4.8%
Sterling County, TX	21	1.5%
Sutton County, TX	222	6.7%
Tom Green County, TX	8,439	7.1%
Concho Valley Region	10,582	6.7%

Figure 4-11: Concho Valley Veteran Population



Chapter 5
Transportation Services Assessment

Introduction

The review that follows contains information on the transportation services assessment conducted by the consultant team. This assessment helps to identify the operators and their services available in the region as well as specifics on service areas and spans, customer-facing polices, available fleet and utilization, and performance. Information from the demographic assessment is used towards the development of Chapter 6 Needs and Gap Analysis of this plan.

The assessment utilizes data either provided directly from the transportation providers or gathered by the consultant team from available online resources. The consultant team sent out a transportation provider service survey to the principal agencies in the region, including the region's sole public transportation provider, CVTD. A consolidated question list was also used for follow-ups via phone or email to gather information directly. Online information was gathered from the National Transit Database (NTD), the Texas Transit Performance Dashboard, and agency or company websites.

Because some of the smaller providers in the region were not responsive to direct outreach efforts, the profiles of transportation providers presented in this section represent the best information available.

Transportation Provider Survey

The consultant team used a series of steps to gather information on transportation providers in the Concho Valley region, aside from the transportation provided by CVTD. First, the team worked to identify possible organizations and companies currently operating services, starting with those providers discussed in the previous regional public transportation coordination plan. CVCOG and CVTD staff and Concho Valley RCPC members provided further information to the team about providers they were aware of who were either new or still in operation, based on experience and work with their clients. The team gathered contact information for these leads along with available publicly-facing online information about the services.

The consultant team then conducted online research of other possible organizations or companies providing transportation services in the region that were not previously identified. This research included identification of senior centers, adult day programs, centers for independent living, human services agencies, transportation network companies, taxi companies, livery services, faith-based organizations, volunteer driver programs, NEMT and other medical providers, youth commissions, veterans' commissions, and workforce commissions. The team identified examples of these entities and conducted further research to determine whether they provided transportation services that were either open to the public or exclusive to clients or residents.

While the consultant team did not find other public transportation providers in the Concho Valley region, the consultant team used a more personal approach to meet requirements of information for the coordination plan updates. Having recently conducted a transportation development plan for CVTD, the team had a head start and using that information, verified the status of the service and requested a wide range of information from management very similar to what is requested as an example in the TxDOT Guidebook. The survey was also used as a guide to collect information from CVTD and from health and human services agencies, as appropriate. It included a specific focus on Section 5310 target populations and others outlined by the Concho Valley RCPC and CVCOG staff during the Kickoff Meeting and other discussions. These groups included:

- Seniors
- Individuals with disabilities
- Low-income residents
- Zero-car households
- Youths
- Residents with limited English proficiency
- Veterans
- Clients of workforce agencies

The survey instrument as discussed in Chapter 2, consisted of 28 total questions, not all of which were applicable to every transportation provider. Questions ranged from organization and service types to details on vehicle fleets, operators, eligibility requirements, fare and reservation structures and technology applications.

From the full survey, the team also consolidated these topics into a few key questions on service area, span and hours, service description and policies, purchased service, eligibility limitations, and vehicles and drivers; this short-list was used for private companies and other organizations that would not provide much detailed information. The consultant team followed up by phone and email to get information from the participants willing to speak with us.

Overview of Services

The transportation services and programs identified in the Concho Valley region are presented as either full profiles or brief summaries in the following section. Each provider or organization is filed under one of four categories, then the services or program available from each is discussed in further detail. The profiles are organized as follows:

- Regional Public Transportation Services and Programs
    - Concho Valley Transit (Concho Valley Council of Governments)
        - Urban
        - Rural
- Public Human Services Agency Transportation Services and Programs
    - Concho Valley Council of Governments/Concho Valley Area Agency on Aging (CVAAA)
    - West Texas Veterans Affairs (VA) Health Care System/Veterans Center

- Private Nonprofit Human Services Agency Transportation Services and Program

- Private For-Profit Carriers
  - Private Residential Care and Transportation
  - Intercity Transportation Services
    - Greyhound Lines
  - Medicaid Non-Emergency Medical Transportation (NEMT)
  - Taxi Services
  - Transportation Network Companies
    - Uber
    - Lyft
  - Livery Services

Both fixed-route and demand-responsive public transportation services in the region are provided by CVTD, which includes ADA complementary paratransit services. CVTD provides rural general public transportation through demand-responsive operations in all 13 of the region's counties, with fixed-route service in the city of San Angelo. CVTD provides Non-Emergency Medical Transportation (NEMT) trips under the state's Medicaid Medical Transportation Program, scheduled and dispatched by the NEMT brokers.

A few nonprofit organizations also operate demand-responsive services for clients using their human services programs, some of which include eligibility requirements.

Private companies also provide NEMT trips under the state's Medicaid Medical Transportation Program, scheduled and dispatched by the NEMT brokers.

Greyhound operates two intercity bus routes through the region, providing access to Dallas, Houston, Amarillo, Lubbock, and St. Antonio. CVTD is the agent for Greyhound in San Angelo and their buses stop at the CVTD facility.

Transportation Services Profiles

Regional Public Transportation Services and Programs

Concho Valley Transit District

CVTD is the primary public transportation provider for the Concho Valley region of Texas and serves as both the designated rural transit district for the region and the designated urban transit provider for the City of San Angelo. CVTD provides public transportation services across the 13-county area that includes Coke, Concho, Crockett, Irion, Kimble, McCulloch, Menard, Reagan, Schleicher, Sterling, Sutton, Tom Green, and Mason counties.

CVTD's service area encompasses approximately 15,355 square miles and serves an estimated population of approximately 162,152 as of 2024, based on National Transit Database (NTD) reporting. Within this area, CVTD operates fixed-route and ADA complementary paratransit service in San Angelo, demand-response service in the rural portions of Tom Green County and the outlying member counties, and microtransit service in the City of Brady. Limited charter services are also provided within the region.

Fixed Routes

San Angelo Fixed Routes

CVTD operates fixed-route public transportation within the City of San Angelo, providing comprehensive coverage throughout the community, as shown in **Figure 5-2**. The system currently consists of nine routes, including six regular full-time routes (Routes 1, 2, 3, 4, 5, and 7) and three part-time routes with varying operating hours (Routes 6, 20, and 21). Routes 6, 20, and 21 are fare-free services. Collectively, the system connects passengers to more than 150 bus stop locations across the city, including service to Angelo State University and Goodfellow Air Force Base. It should be noted that CVTD's fixed route passenger productivity compares favorably to similar sized cities in Texas.

Figure 5-1: CVTD Service Area Map

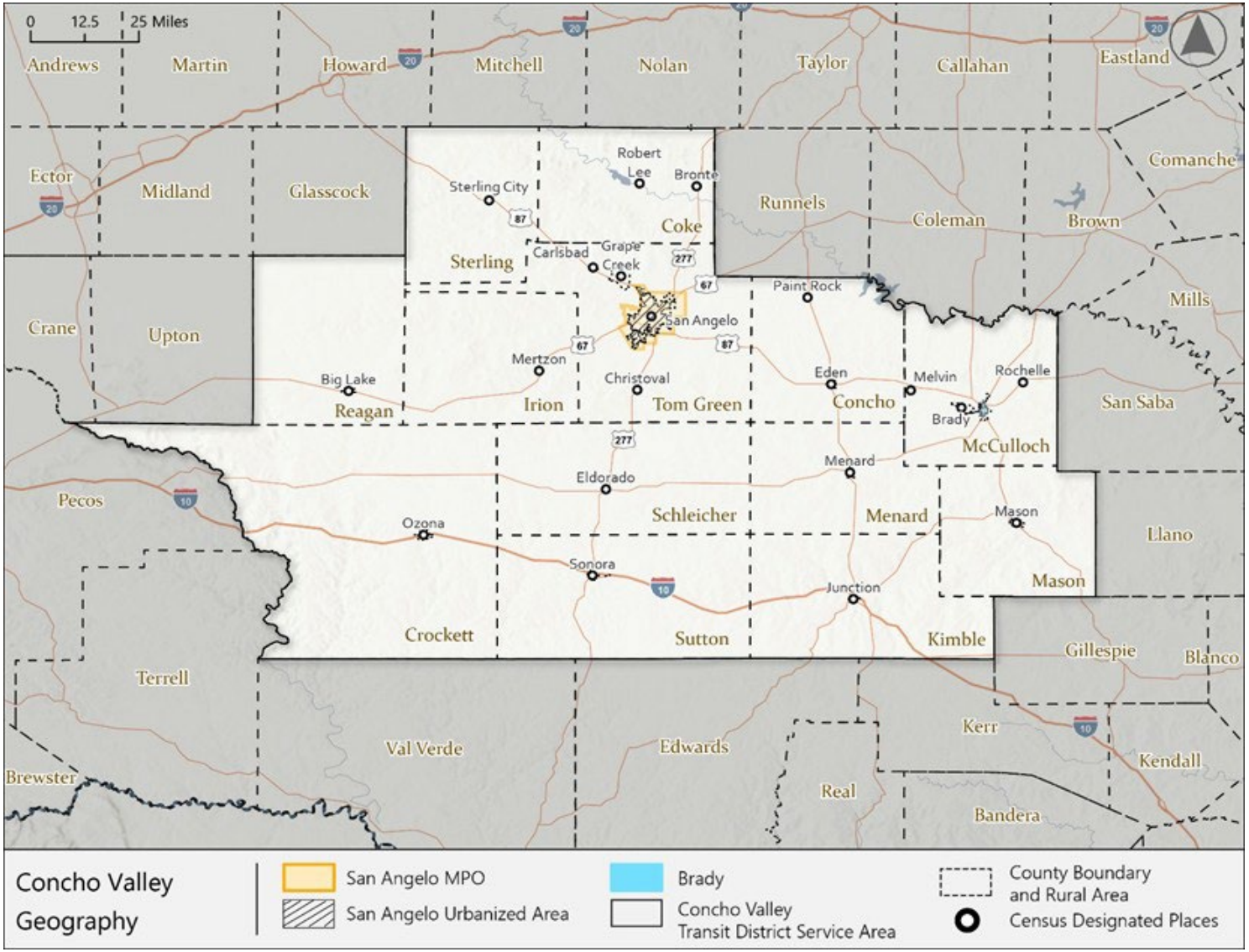
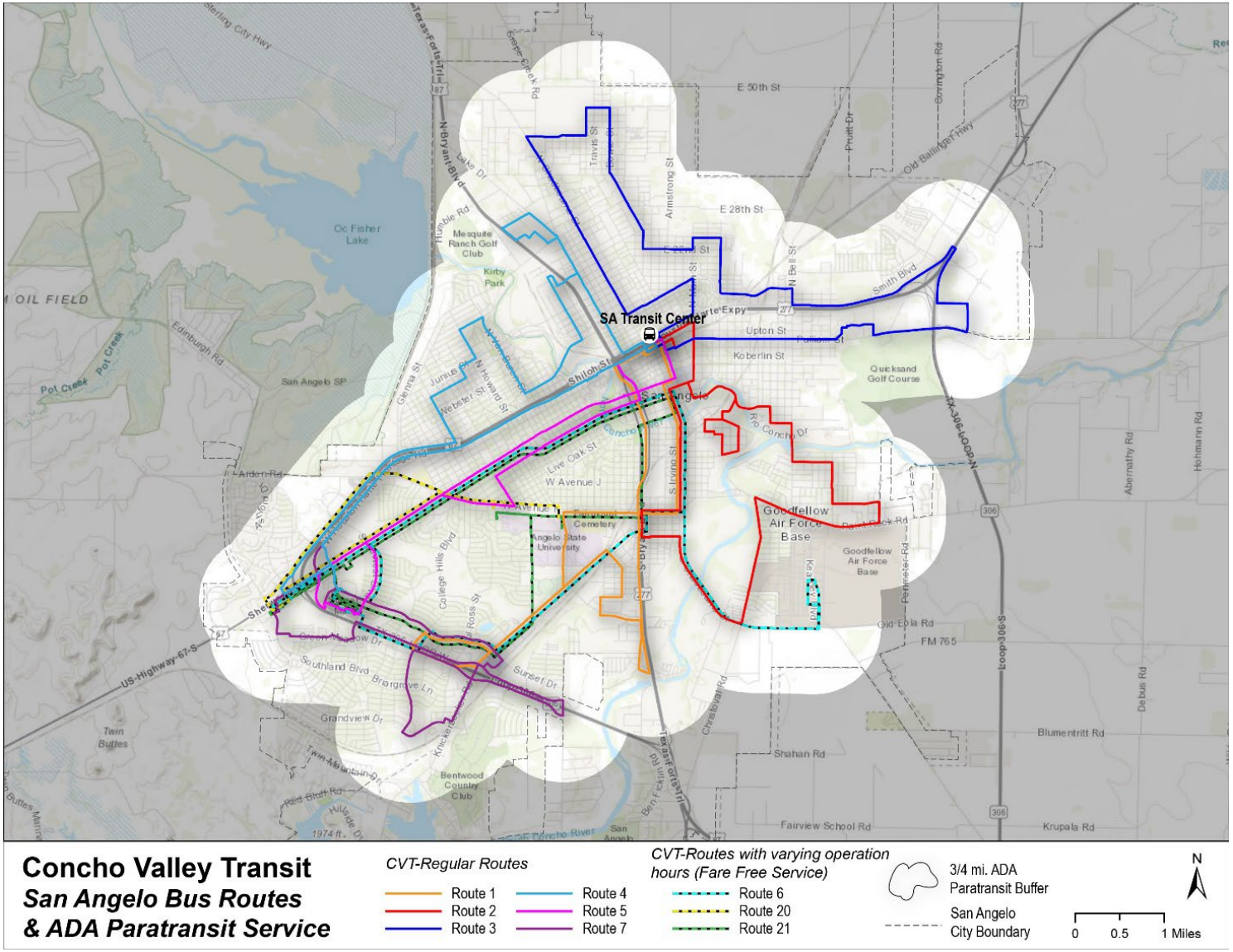


Figure 5-2: San Angelo Fixed Routes



Service Policies

The fixed-route system generally operates from 6:30 a.m. to 7:30 p.m., Monday through Friday, and from 7:30 a.m. to 7:30 p.m. on Saturday. All fixed-route services are closed on Sunday.

The fixed-route system is open to the general public, including students, military personnel, visitors, older adults, and individuals with disabilities. All vehicles are ADA-compliant and equipped with wheelchair ramps or lifts and securement devices to ensure accessibility. Passengers must be at least 12 years of age to ride alone. Children under six ride free but must be accompanied by a fare-paying adult. Reduced fares are available for seniors (65+), students, military personnel, individuals with disabilities, and Medicare cardholders with proper identification.

Supporting Technology

CVTD utilizes the PassioGo! mobile application to support its fixed-route services in San Angelo. PassioGo! allows passengers to view a live system map showing the real-time location of vehicles operating on each route, along with estimated arrival times at individual stops. Vehicle positions are updated every few seconds, and color-coordinated icons are used to help riders easily identify specific routes.

In addition to PassioGo!, CVTD uses the Spare Software and the Token Transit Mobile Fare Payment System to support service planning and customer access. Spare is used for scheduling and service optimization, assisting with efficient deployment of vehicles and resources. Token Transit allows mobile fare payments, reducing the need for cash handling and providing an additional payment option for riders. Collectively, these software integrations are helping to modernize CVTD and improve access for customers.

Ridership/Service Statistics

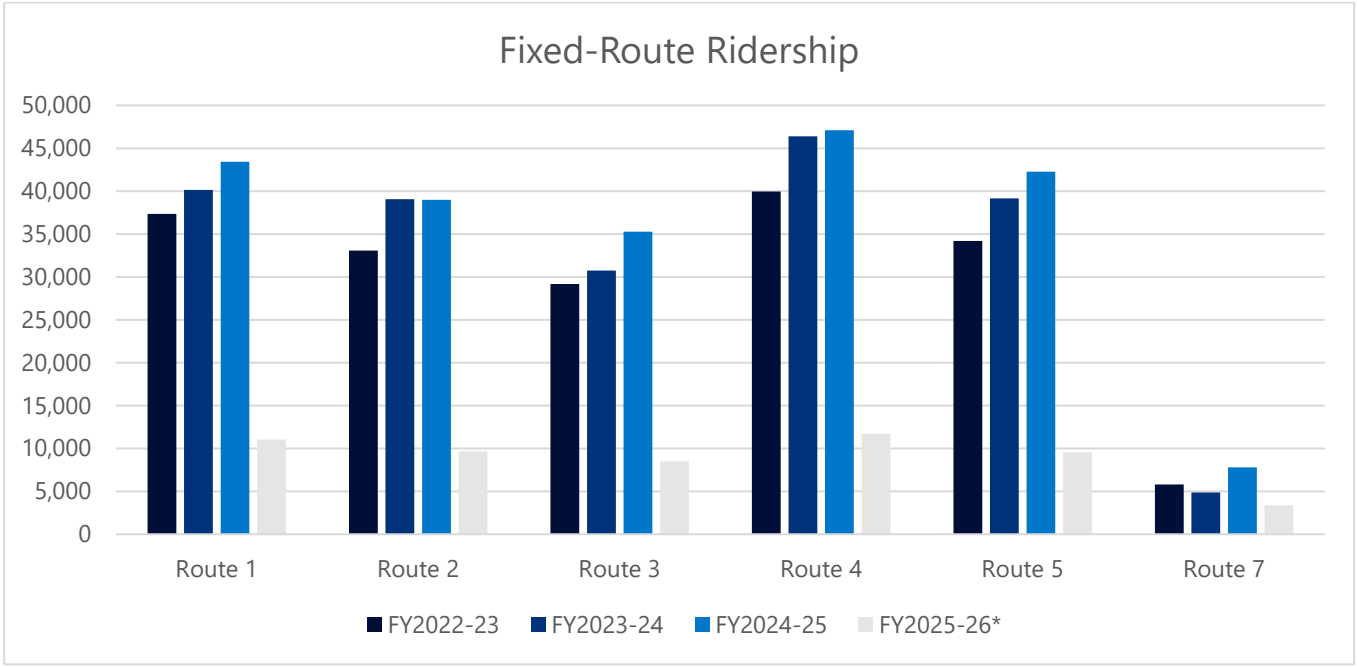
Table 5-1 below provides operational data reported by Concho Valley to the consultant team for the fixed-route service in San Angelo.

Table 5-1: Concho Valley Transit Annual Operating Statistics – Fixed Route, FY2020–FY2024

San Angelo–Fixed Route	FY2021-22	FY2022-23	FY2023-24	FY2024-25
Unlinked One-way Passenger Trips	165,387	195,304	215,984	227,423
Revenue Miles	399,570	394,955	397,578	392,899
Revenue Hours	26,163	24,015	23,878	23,859
One-way trips per revenue hour	6.3	8.1	9.0	9.5

	FY2022-23	FY2023-24	FY2024-25	FY2025-26*
Route 1	37,344	40,141	43,423	11,053
Route 2	33,070	39,063	38,989	9,663
Route 3	29,182	30,736	35,277	8,482
Route 4	39,956	46,385	47,091	11,715
Route 5	34,197	39,160	42,263	9,547
Route 7	5,803	4,872	7,793	3,384
Total	179,552	200,357	214,836	53,844
				*Sept – Nov 2025

SOURCE: CONCHO VALLEY TRANSIT DISTRICT



Demand-Response, ADA Paratransit, and Specialized Services

Within the Concho Valley region, demand-response service serves as the primary mode of public transportation outside the City of San Angelo. CVTD provides general public rural transportation at no cost (with the exception of Brady On-Demand service) in Coke, Concho, Crockett, Irion, Kimble, Mason, Menard, McCulloch, Reagan, Schleicher, Sterling, Sutton, and rural Tom Green County (outside the San Angelo city limits).

Rural Service – General Public

CVTD provides rural demand-response service throughout the Concho Valley at no cost, with the exception of Brady On-Demand service, which requires a fare. This service is available in Coke, Concho, Crockett, Irion, Kimble, Mason, Menard, McCulloch, Reagan, Schleicher, Sterling, Sutton, and rural portions of Tom Green County outside the City of San Angelo. Rural demand-response service operates Monday through Friday from 7:30 a.m. to 5:30 p.m., with limited Saturday service available in select areas, and varying by location.

Demand-response trips operate on a shared-ride, destination-to-destination basis—meaning passengers are picked up and dropped off at requested locations rather than fixed bus stops. Passengers are expected to meet the vehicle at a safe boarding location, and drivers may assist passengers to and from the outermost door of a building or facility (when requested during scheduling), but are not permitted to enter homes, medical offices, or other facilities.

Rural trips can be scheduled for any purpose, including medical appointments, shopping, family visits, or other essential travel, and may include travel within a passenger's home county, to and from San Angelo, and within San Angelo when originating in a rural county and returning the same day. A previous Transit Development Plan (TDP) completed in 2019 estimated that approximately 75 to 99 percent of trips originating in rural counties were destined for San Angelo. Updated estimates were not available at the time this coordination effort was developed.

Brady On-Demand Service

CVTD operates a specialized on-demand service within the City of Brady (McCulloch County). Brady On-Demand allows passengers to schedule same-day trips within the Brady city limits. Upon request, a vehicle is typically dispatched within one hour. This is the only rural service operated by CVTD that requires a passenger fare. Specific operational data was not available for this service. This service competes with CVTD's other day-in-advance demand-response service, reducing its effectiveness.

Regional Service – General Public Policies

Regional trips may be scheduled for travel within a passenger's county of residence, to and from San Angelo, and within San Angelo as coordinated through the demand-response system. Service is available to the general public and operates as a shared-ride, advance-reservation service.

Trips may be scheduled by calling the CVTD Reservations Line during office hours. Reservations can be made one to 14 days in advance, Monday through Saturday, up to 3:00 p.m. the business day before travel. Same-day requests are not accepted, except for Brady On-Demand service. During scheduling, passengers provide contact and address information and indicate any special accommodations needed for the trip.

Rural demand-response service operates Monday through Friday from 7:30 a.m. to 5:30 p.m., with Saturday service varying by county. All scheduled trips are accommodated within the service span, though exact pickup and return times may vary depending on other passengers and coordinated trip schedules.

Cancellations should be made by 4:45 p.m. on the day before a scheduled trip to avoid penalties. Same-day cancellations are accepted if made at least two hours prior to the pickup window. Late cancellations, less than two hours before the pickup window, may result in penalties. A no-show occurs when a passenger either: cancels less than 30 minutes before the pickup; declines the ride upon vehicle arrival; is not at the pickup location; or is not ready within five minutes of the vehicle's on-time arrival. Repeated late cancellations or no-shows may result in service penalties or suspension.

ADA Paratransit (Urban – San Angelo)

Within the City of San Angelo, CVTD provides ADA complementary paratransit service in conjunction with its fixed-route system. ADA paratransit offers destination-to-destination transportation (based on available pickup locations) for individuals whose disabilities prevent them from independently using the fixed-route system.

To qualify, individuals must complete an ADA application, which includes verification from a physician or qualified professional. The service supports eligible passengers traveling for quality-of-life purposes and operates during the same days and hours as the fixed-route system.

Enhanced Mobility of Seniors and Individuals with Disabilities (Section 5310)

Through the federal Section 5310 program, CVTD provides destination-to-destination transportation services (based on available pickup locations) for eligible seniors (65+) and individuals with disabilities. This grant-funded program is offered at no cost to qualified individuals and is intended to support quality-of-life trips. Service availability is dependent upon grant funding and operates in coordination with the ADA paratransit program to reduce financial barriers to transportation.

ADA Paratransit and Enhanced Mobility of Seniors & Individuals with Disabilities Policies

CVTD provides ADA paratransit service within the City of San Angelo to ensure accessible transportation for individuals with disabilities who are unable to use the fixed-route system independently. To schedule an ADA paratransit trip, passengers must call the CVTD Reservations Line during office hours.

Trips may be booked one to 14 days in advance, Monday through Saturday, and reservations must be made by 3:00 p.m. the day before travel, or by 3:00 p.m. on Friday, for Monday trips. Same-day requests are not accepted. Passengers requiring assistance during pickup or drop-off should notify the dispatcher when scheduling; operators can assist passengers to and from the outermost door of a building or facility. Medical appointments are handled on a will-call basis, with passengers calling to arrange pickup after the appointment. For other quality-of-life trips, an estimated finish time is requested to allow for proper vehicle allocation.

The ADA paratransit service operates Monday through Friday from 6:30 a.m. to 7:30 p.m., and on Saturday from 7:30 a.m. to 6:30 p.m. There are no services provided on Sunday and no services in observance of major holidays including New Year's Day, Memorial Day, Juneteenth, Independence Day, Labor Day, Columbus Day, Thanksgiving, and Christmas.

Cancellations for ADA paratransit should be made by 4:45 p.m. the day before a scheduled trip to avoid penalties. Same-day cancellations are accepted if made at least two hours prior to the pickup window. Canceling less than two hours before the scheduled pickup may result in penalties. A no-show occurs when a passenger cancels less than 30 minutes before the pickup window, declines the ride upon arrival, is not present at the pickup location, or is not ready within five minutes of the vehicle's on-time arrival.

Frequent no-shows or late cancellations may lead to service penalties or suspension. If a passenger no-shows the first leg of a trip, remaining trips for that day are not automatically canceled; passengers must contact CVTD to cancel those trips to avoid further penalties.

Table 5-2: Concho Valley Transit Rural Demand-Response Service Schedules

County	Origin	Destination	Route Day	Departure	Return
Coke	Bronte	San Angelo	Mon-Sat	7:30 AM	5:30 PM
		Bronte	Mon-Fri	7:30 AM	5:30 PM
	Robert Lee	San Angelo	Mon-Sat	7:30 AM	5:30 PM
		Robert Lee	Mon-Fri	7:30 AM	5:30 PM
Concho	Eden	San Angelo	Mon-Sat	7:30 AM	5:30 PM
		Eden	Mon-Fri	12:30 PM	5:30 PM
Crockett	Ozona	San Angelo	Mon-Sat	7:30 AM	5:30 PM
		Ozona	Tues/Thurs	7:30 AM	5:30 PM
Irion	Mertzon	San Angelo	Mon-Sat	7:30 AM	5:30 PM
		Mertzon	Mon-Fri	7:30 AM	5:30 PM
Kimble	Junction	San Angelo	Mon-Sat	7:30 AM	5:30 PM
		Junction	Mon-Fri	7:30 AM	5:30 PM

County	Origin	Destination	Route Day	Departure	Return
Mason	Mason	San Angelo	Mon-Fri	7:30 AM	5:30 PM
		Mason	Mon-Fri	7:30 AM	5:30 PM
McCulloch	Brady	San Angelo	Mon-Sat	7:30 AM	5:30 PM
		Brady	Mon-Sat	7:30 AM	5:30 PM
Menard	Menard	San Angelo	Mon-Sat	7:30 AM	5:30 PM
		Menard	Mon-Fri	7:30 AM	12:00 PM
Reagan	Big Lake	San Angelo	Mon-Fri	7:30 AM	5:30 PM
		Bike Lake	Tues/Thurs	7:30 AM	5:30 PM
Schleicher	Eldorado	San Angelo	Mon-Sat	7:30 AM	5:30 PM
		Eldorado	Mon-Fri	7:30 AM	5:30 PM
Sterling	Sterling	San Angelo	Mon-Sat	7:30 AM	5:30 PM
		Sterling	Mon-Fri	7:30 AM	5:30 PM
Sutton	Sonoro	San Angelo	Mon-Sat	7:30 AM	5:30 PM
		Sonoro	Mon-Fri	7:30 AM	5:30 PM
Tom Green	Grape Creek	San Angelo	Mon-Sat	7:30 AM	5:30 PM
	Carlsbad	San Angelo	Mon-Sat	7:30 AM	5:30 PM
	Christoval	San Angelo	Mon-Sat	7:30 AM	5:30 PM
	Veribest	San Angelo	Call for Schedule	7:30 AM	5:30 PM

Supporting Technology

CVTD uses the Spare platform, which incorporates artificial intelligence (AI), to assist with ride scheduling and dispatch for its rural demand-response and ADA paratransit services. The AI tools help optimize routing and trip coordination. In addition to Spare, CVTD uses standard communication tools such as cellular phones, two-way radios, and mobile data terminals for internal employee communications and data collection.

Ridership/Service Statistics

Table 5-3 presents operational data reported by CVTD to the consultant team for demand-response service, covering both urban and rural areas throughout the Concho Valley region. This data reflects service characteristics, ridership, and productivity metrics used to evaluate overall performance and inform planning decisions.

Table 5-3: Concho Valley Transit District Annual Operating Statistics – Demand Response, FY2021-FY2025

All Service Areas Demand Response	FY2021-22	FY2022-23	FY2023-24	FY2024-25
Unlinked One-way Passenger Trips	61,389	69,567	75,831	78,198
Revenue Miles	834,337	859,182	887,607	952,917
Revenue Hours	40,669	43,480	47,237	52,473
One-way trips per revenue hour	1.5	1.6	1.6	1.5
Urban Demand Response	**FY2021-22**	**FY2022-23**	**FY2023-24**	**FY2024-25**
Unlinked One-way Passenger Trips	41,098	49,276	51,333	49,377
Revenue Miles	366,127	390,972	392,459	377,508
Revenue Hours	20,219	23,030	23,748	23,731
One-way trips per revenue hour	2.0	2.1	2.2	2.1
Rural Demand Response	**FY2021-22**	**FY2022-23**	**FY2023-24**	**FY2024-25**
Unlinked One-way Passenger Trips	20,291	20,291	24,498	28,821
Revenue Miles	468,210	468,210	495,148	575,409
Revenue Hours	20,450	20,450	23,489	28,742
One-way trips per revenue hour	1.0	1.0	1.0	1.0

County	FY2021-22	FY2022-23	FY2023-24	FY2024-25*
Coke	1,418	1,601	1,302	1,371
Concho	1,505	1,264	950	755
Crockett	1,156	1,286	1,206	1,526
Irion	930	1,012	750	700
Kimble	240	684	608	600
Mason	NA	NA	NA	1,964
McCulloch	5,933	7,155	6,324	5,078
Menard	391	435	385	589
Reagan	1,055	954	653	360
Schleicher	970	902	696	1,167
Sterling	659	649	376	309
Sutton	975	1,024	715	740
Tom Green	3,904	4,615	1,682	2,641
Total	19,136	21,581	15,647	17,800

*Mar. 2025 – Aug. 2025

SOURCE: CONCHO VALLEY TRANSIT DISTRICT

Other Services

Texas Medicaid's Medical Transportation Program

CVTD provides non-emergency medical transportation (NEMT) trips through Texas Medicaid's Medical Transportation Program (MTP). All Medicaid-funded medical trips must be arranged through the Medicaid brokers who determine the provider of each trip. This program is explored in greater detail in this section's segment on *Private Nonprofit Human Services Agency Transportation Service and Programs*.

Medicaid Transportation Policies

To be eligible for NEMT services, passengers must be enrolled in Medicaid, the Children with Special Health Care Needs program, or the Transportation for Indigent Cancer Patients program. If a passenger has a Medicaid health plan, they must contact the transportation service provided by their plan to request rides. Those without a health plan can contact the Health and Human Services Commission (HHSC) directly to determine eligibility.

All NEMT trips must be scheduled through the HHSC broker, which then at times select Concho Valley Transit for transportation. Appointments should generally be scheduled at least two business days in advance, or five business days if traveling outside the passenger's county. Same-day trips may be arranged for urgent medical needs. When requesting a ride, passengers must provide their Medicaid ID or Social Security number, the name, address, and phone number of the medical provider, pickup location details, the date and time of the appointment, the purpose of the visit, and information about any special needs such as a wheelchair or walker.

Charter Service

CVTD provides charter services throughout the Concho Valley for special events and group transportation needs, including weddings, military ceremonies, rodeos, art walks, community festivals, and seasonal events such as Trail of Lights tours. Charter services are provided in accordance with federal regulations, agency policy, and availability.

Charter Service Policies

CVTD offers charter services throughout the Concho Valley, including rural counties, for events such as weddings, military ceremonies, rodeos, art walks, and Trail of Lights tours.

Charter services operate daily from 6:00 a.m. to 2:00 a.m., Monday through Saturday, and are closed on Sunday and major holidays including New Year's Day, Memorial Day, Juneteenth, Independence Day, Labor Day, Columbus Day, Thanksgiving, and Christmas.

To request a charter, groups must submit a completed Charter Service Request Form at least 14 business days before the event. Directions or maps must be provided to CVTD at least seven business days prior

to the charter date. Payment of $125 per hour per vehicle is required, with a two-hour minimum. Charters exceeding the reserved time will be billed in half-hour increments at a prorated rate, and payment is requested within 48 hours of service completion. Cancellations on the day of service will incur a $250 cancellation fee.

Vehicle Operators/Training Requirements

Publicly available information on the CVTD website indicates that transit services are operated by trained, P.A.S.S.-certified drivers and that drivers are dedicated to providing passenger assistance and accessible transportation services.

Maintenance

CVTD conducts maintenance at its own facility.

Fleet Inventory/Utilization

CVTD's fleet consists of a diverse mix of vehicle classifications deployed across rural operations, fixed-route service, service-support functions, and urban demand-response (UDR) programs. Based on the agency's vehicle inventory, CVTD operates a multi-class fleet—spanning cutaways, vans, medium-duty buses, trolleys, service vehicles, and support units.

According to the vehicle inventory, CVTD Rural operates a total of 23 vehicles assigned throughout multiple rural regions. The rural fleet is composed primarily of cutaway buses, with additional vans and a small number of older support cutaways still assigned to rural operations. All CVTD Rural vehicles are accessible.

CVTD's rural service operates 23 vehicles, 13 of which are rated as adequate, good or excellent. The rest of the vehicles are rated as marginal or poor and should not be used for any purposes other than local rural in-town service:

- 16 are cutaways, predominantly 2017–2022 Ford E-Series or Chevrolet Express platforms.
- 5 are vans, including Ford Transit and Chrysler Voyager models.
- 2 additional cutaways (Units 1315 and 1711) are legacy vehicles listed with no defined region or use type, but are included in the rural inventory.
- The rural fleet displays a range of vehicle conditions from poor to excellent, including several high-mileage older cutaways from 2011–2017, and numerous newer 2022–2023 vehicles rated excellent. The fleet details are provided in **Table 5-4**.

Table 5-4: Concho Valley Transit Rural Service Vehicle List

Rural									
Unit #	Vehicle Type	Region	Use	Wheelchair Capacity	Year	Make	Model	Mileage	Condition
1305	Cutaway	Sterling	Rural/North	3	2014	Ford	E450	246,557	Poor
1503	Van	Concho	Rural/East	1	2016	Ford	Transit 350	202,404	Marginal
1504	Van	Menard	UDR	1	2016	Ford	Transit 350	209,828	Poor
1701	Cutaway	Tom Green	UDR	2	2017	Ford	E350	277,328	Poor
1702	Cutaway	Sutton	Rural/West	2	2017	Ford	E350	195,591	Marginal
1703	Cutaway	Crockett	Rural/South	2	2017	Ford	E350	304,603	Marginal
1704	Cutaway	McCulloch	Rural/East	2	2017	Ford	E350	251,673	Marginal
1872	Cutaway	Kimble	Rural/East	2	2017	Ford	E450 SuperDuty	185,420	Good
2021	Cutaway	Coke	Rural/North	2	2019	Ford	E350 Transit	163,698	Adequate
2022	Cutaway	Concho	Rural/East	2	2019	Ford	E350 Transit	139,212	Adequate
2023	Cutaway	Sutton	Rural/West	2	2019	Ford	E350 Transit	180,367	Marginal
2024	Cutaway	McCulloch	Rural/East	2	2019	Ford	E350 Transit	91,880	Good
2101	Cutaway	Irion	Rural/West	2	2020	Ford	E350 Transit	152,053	Adequate
2302	Cutaway	Coke	Rural/North	2	2022	Chevy	Express	98,717	Excellent
2303	Cutaway	Reagan	Rural/West	2	2022	Chevy	Express	90,286	Excellent
2304	Cutaway	McCulloch	Rural/East	2	2022	Chevy	Express	40,245	Excellent
2305	Cutaway	Menard	Rural/East	2	2022	Chevy	Express	79,963	Excellent
2306	Cutaway	Schleicher	Rural/South	2	2022	Chevy	Express	104,889	Excellent
2401	Van	Irion	Rural	1	2023	Chrysler	Voyager	33,749	Excellent
2402	Van	McCulloch	Rural/West	1	2023	Chrysler	Voyager	21,243	Excellent
1315	Cutaway	NA	NA	2	2011	Chevy	Goshen	198,875	Poor
1711	Cutaway	NA	NA	2	2017	Ford	Champion	71,864	Marginal
2502	Van	NA	NA	1	2023	Chrysler	Voyager	8,713	New

CVTD's fixed-route service operates a total of 20 vehicles, consisting of:

- 10 cutaways (primarily Ford E450 Super Duty units manufactured in 2017)
- 3 trolleys, including a 2022 and 2025 Hometown trolley
- 3 medium-duty buses (2024 Eldorado National EZ-Rider units)
- 1 van used in fixed-route support (Unit 1505)
- 1 additional trolley (2015 Hometown)

The fixed-route fleet includes a large cohort of legacy 2017 cutaways, all rated marginal or poor and exceeding 225,000 miles. In contrast, the trolley and medium-duty fleet components from 2022–2025 are described as excellent, with mileage ranging from 3,000 to roughly 17,000 miles. All fixed-route service vehicles are accessible. The fixed-route vehicle roster is provided in **Table 5-5**.

Table 5-5: Concho Valley Transit Fixed-Route Vehicle List

Fixed-Route									
Unit #	Vehicle Type	Region	Use	Wheelchair Capacity	Year	Make	Model	Mileage	Condition
1501	Trolley	Tom Green	Fixed Route	2	2015	Hometown	E450	48,923	Marginal
1505	Van	Tom Green	Fixed Route	1	2016	Ford	Transit 350	187,882	Marginal
1705	Cutaway	Tom Green	Fixed Route	2	2017	Ford	E450 SuperDuty	252,263	Marginal
1706	Cutaway	Tom Green	Fixed Route	2	2017	Ford	E450 SuperDuty	229,998	Marginal
1707	Cutaway	Tom Green	Fixed Route	2	2017	Ford	E450 SuperDuty	227,763	Marginal
1709	Cutaway	Tom Green	Fixed Route	2	2017	Ford	E450 SuperDuty	281,701	Marginal
1710	Cutaway	Tom Green	Fixed Route	2	2017	Ford	E450 SuperDuty	210,797	Marginal
1866	Cutaway	Tom Green	Fixed Route	2	2017	Ford	E450 SuperDuty	278,382	Marginal
1867	Cutaway	Tom Green	Fixed Route	2	2017	Ford	E450 SuperDuty	294,349	Marginal
1868	Cutaway	Tom Green	Fixed Route	2	2017	Ford	E450 SuperDuty	245,507	Marginal
1869	Cutaway	Tom Green	Fixed Route	2	2017	Ford	E450 SuperDuty	240,725	Marginal
1870	Cutaway	Tom Green	Fixed Route	2	2017	Ford	E450 SuperDuty	288,240	Marginal
1871	Cutaway	Tom Green	Fixed Route	2	2017	Ford	E450 SuperDuty	283,855	Poor
2307	Trolley	Tom Green	Fixed Route	2	2022	Hometown		6,968	Excellent
2403	MD Bus	Tom Green	Fixed Route	2	2024	Eldorado National	EZ-Rider	16,625	Excellent
2404	MD Bus	Tom Green	Fixed Route	2	2024	Eldorado National	EZ-Rider	9,389	Excellent
2405	MD Bus	Tom Green	Fixed Route	2	2024	Eldorado National	EZ-Rider	5,536	Excellent
2501	Trolley	Tom Green	Fixed Route	2	2025	Hometown		3,062	Excellent

CVTD's Urban Demand-Response (UDR) program utilizes 24 vehicles, as shown in **Table 5-6**, consisting of:

- 15 older Ford and Mobility Ventures cutaways/vans from 2014–2016, most rated poor with very high mileage and rarely used
- Several 2016 Ford E-Series vans and cutaways with high mileage
- 1 2016 fixed-route reassigned cutaway (Unit 1708)
- 3 newer 2023 Dodge Ram cutaways, each with 40,000–50,000 miles and rated good

The UDR fleet is the oldest segment of CVTD's assets, with many vehicles exceeding 200,000–330,000 miles and classified as poor. These vehicles represent the greatest replacement need. The newer 2023 Dodge Ram cutaways mark the beginning of a fleet refresh for UDR operations. All vehicles included in the UDR fleet are accessible.

Table 5-6: Concho Valley Transit Urban Demand-Response Vehicle List

Urban Demand Response									
Unit #	Vehicle Type	Region	Use	Wheelchair Capacity	Year	Make	Model	Mileage	Condition
1301	Cutaway	Tom Green	Fixed Route	3	2014	Ford	E450	326,812	Poor
1303	Cutaway	Tom Green	UDR	3	2014	Ford	E450	319,913	Poor
1304	Cutaway	Tom Green	UDR	3	2014	Ford	E450	243,482	Poor
1308	Cutaway	Tom Green	UDR	3	2014	Ford	E450	310,849	Poor
1309	Cutaway	Tom Green	UDR	3	2014	Ford	E450	339,270	Poor
1313	Cutaway	Tom Green	UDR	3	2014	Ford	E450	294,977	Poor
1314	Cutaway	Tom Green	UDR	3	2014	Ford	E450	325,874	Poor
1507	Van	Tom Green	UDR	1	2016	Ford	Transit 350	232,421	Marginal
1509	Van	Tom Green	UDR	1	2014	Mobility Ventures	MV-1	127,538	Marginal
1510	Van	Tom Green	UDR	1	2014	Mobility Ventures	MV-1	137,438	Poor
1511	Cutaway	Tom Green	UDR	2	2016	Ford	E350	246,399	Poor
1512	Cutaway	Tom Green	UDR	2	2016	Ford	E350	165,927	Poor
1513	Van	Tom Green	UDR	1	2014	Mobility Ventures	MV-1	131,657	Poor
1514	Cutaway	Tom Green	UDR	2	2016	Ford	E350	220,419	Poor
1516	Cutaway	Tom Green	UDR	2	2016	Ford	E350	204,165	Poor
1517	Cutaway	Tom Green	UDR	2	2016	Ford	E350	216,169	Poor
1708	Cutaway	Tom Green	Fixed Route	2	2017	Ford	E450 SuperDuty	258,120	Marginal
1873	Cutaway		Rural	2	2018	Chevy	Express	189,160	Marginal
1874	Cutaway		Rural	2	2018	Chevy	Express	178,636	Marginal
2308	Cutaway	Tom Green	UDR	3	2023	Dodge	Ram	50,029	Good
2309	Cutaway	Tom Green	UDR	3	2023	Dodge	Ram	48,255	Good
2310	Cutaway	Tom Green	UDR	3	2023	Dodge	Ram	43,529	Good

CVTD's service and administrative support fleet consists of six vehicles, including:

- 2 trucks (Ford F-150 and Ford F-250)
- 2 SUVs (Chevrolet Tahoe and Toyota Highlander)
- 1 passenger car (Toyota Camry)
- 1 Chevrolet Silverado truck

This fleet ranges from 2016 to 2024 model years, with several units under 15,000 miles and rated excellent. Only a single truck from 2016 is listed in marginal condition. Overall, the service fleet is comparatively new and in good operating shape, as shown in **Table 5-7**.

Table 5-7: Service Vehicle List

Service									
Unit #	Vehicle Type	Region	Use	Wheelchair Capacity	Year	Make	Model	Mileage	Condition
1508	Truck		Service	0	2016	Ford	F150	137,190	Marginal
2020	SUV		Service	0	2020	Chevy	Tahoe	53,022	Good
2201	SUV		Service	0	2022	Toyota	Highlander	26,464	Excellent
2202	Truck		Service	0	2021	Chevy	Silverado	3,106	Excellent
2301	Car		Service	0	2023	Toyota	Camry	12,264	Excellent
2406	Truck		Service	0	2024	Ford	F250	12,543	Excellent

Vehicle Utilization

CVTD provided information on vehicle utilization and peak vehicle requirements for both demand-response and fixed-route services within the service area.

Peak vehicle requirements for demand-response service vary by county and reflect current operational needs. Peak vehicle requirements by county are as follows:

- Coke County: 1 vehicle
- Sterling County: 2 vehicles
- Reagan County: 1 vehicle
- Irion County: 1 vehicle
- Kimble County: 2 vehicles
- Concho County: 1 vehicle
- McCulloch County: 6 vehicles
- Mason County: 2 vehicles
- Menard County: 1 vehicle
- Schleicher County: 2 vehicles
- Crockett County: 2 vehicles
- Sutton County: 2 vehicles
- Tom Green County (including San Angelo): 15 vehicles

For rural demand-response (RDR) service, the fleet consists of 25 vehicles, with an estimated utilization rate of approximately 80 percent. Urban demand-response (UDR) service operates with 26 vehicles, with an estimated utilization rate of approximately 54 percent.

Peak vehicle requirements for fixed-route service are measured using Vehicles Operated in Maximum Service (VOMS). VOMS for fixed-route service is eight vehicles, representing approximately 44 percent of the available fixed-route fleet. The number of vehicles operated for fixed route varies by day of the week:

- Friday and Saturday: 8 vehicles
- Monday, Wednesday, and Thursday: 6 vehicles
- Tuesday: 7 vehicles

Facilities

CVTD currently operates one main bus depot and is expanding its facilities to support fixed-route and demand-response services within its service area. It is a multimodal hub providing connections to intercity buses such as Greyhound.

- Bus Depot (San Angelo): Located at 510 N. Chadbourne, San Angelo, Texas 76903, this facility serves as the backbone of the agency's fixed-route system. It houses the fixed-route bus fleet and functions as the primary transfer point, enabling connectivity between routes and supporting efficient day-to-day operations. CVTD's main office is also located at 510 N. Chadbourne Street and is identified as the agency's customer service/contact location.
- Maintenance Facility (Link Road): CVTD opened a new facility at 5430 Link Road, San Angelo, TX, in 2022. This facility houses the agency's urban demand-response fleet and in-house maintenance facility.
- New Maintenance Facility (Christoval Road): CVTD purchased the land for the new facility at 5507 Christoval Rd in 2020. This facility is intended to house the agency's vehicle fleet and in-house maintenance facility. This will support expanded in-house vehicle maintenance operations. Engineering and design for the project have been completed, and a construction bid for the new maintenance and repair facility was closed in July 2025 and has been awarded.

Figure 5-3: Concho Valley Transit District's Multi-Modal Center



Operating Expenses/Revenues

Financial data for FY2020–21 through FY2024–25 show total revenues of $7,302,646 in FY2024–25. Revenue sources for that fiscal year included federal funding totaling $3,447,662, local funding of $1,738,074, and state funding of $858,406. Other revenue sources consisted of Non-Emergency Medical Transportation (NEMT) funding of $397,547, program income and toll credits of $273,466, and capital funding of $587,490. Annual revenue totals for each fiscal year are presented in **Table 5-8**.

The percentage distribution of FY2024–25 revenues is shown in **Table 5-9,** with federal funding accounting (47%), local funding (24%), state funding (12%), NEMT (5%), program income and toll credits (4%), and capital funding (8% of total revenues).

Table 5-8: Concho Valley Transit Operating Revenue Source

Revenue Source	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25
Local	$878,706.69	$2,339,807.44	$888,271.34	$1,616,137.66	$1,738,074.92
State	$634,450.00	$998,152.00	$651,601.00	$813,371.00	$858,406.00
Federal	$3,678,732.56	$1,895,463.00	$4,140,814.00	$3,821,092.00	$3,447,662.00
NEMT	$269,922.82	$494,260.68	$556,303.64	$478,726.95	$397,547.51
Program Income/ Toll Credits	$131,864.99	$157,581.79	$420,977.80	$161,372.80	$273,466.34
Capital		$41,220.00	$1,091,999.00	$1,669,303.00	$587,490.00
Total	$5,593,677.06	$5,926,484.91	$7,749,966.78	$8,560,003.41	$7,302,646.77

Table 5-9: Concho Valley Transit Operating Revenue Source by Percentage

Revenue Source	Percentage of Total FY2024-25 Revenue Sources
Local	24%
State	12%
Federal	47%
NEMT	5%
Program Income/Toll Credits	4%
Capital	8%

Total expenditures for FY2024–25 were reported at $7,112,973. Expenditures in that year included operating expenses of $4,952,978, maintenance expenses of $659,303, administrative expenses of $734,443, and capital expenses of $766,249. Total revenues and total expenditures for FY2024–25 differed by $189,673.77 based on reported values. Detailed expense totals by fiscal year are provided in **Table 5-10**.

Table 5-10: Concho Valley Transit Operating Expenditures

Expense Type	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25
Operating	$4,035,715	$4,137,864	$4,263,487	$4,700,285	$4,952,978
Maintenance	$626,835	$549,270	$541,347	$418,858	$659,303
Admin	$602,332	$570,119	$6,289,550,729	$731,661	$734,443
Capital	$158,372	$138,340	$2,201,085	$2,355,475	$766,249
Total Expenses	**$5,423,254**	**$5,395,593**	**$6,296,556,648**	**$8,206,279**	**$7,112,973**

Percentage distributions of FY2024 expenditures by category are provided in **Table 5-11**, indicating reported shares of 70 percent for operating, 9 percent for maintenance, 10 percent for administrative, and 11 percent for capital.

Table 5-11: Concho Valley Transit Operating Expenditures by Percentage

Expense Type	Percentage of Total FY2024 Expenditures
Operating	70%
Maintenance	9%
Administrative	10%
Capital	11%

Perceptions of Met/Unmet Needs

The Concho Valley RCPC has observed several barriers to the transportation service available in the region, including limited hours and days of service, and long wait times for customers to be picked up. Some customers also need assistance that goes beyond entering and exiting the vehicle.

Transportation to and from medical appointments and shopping is observed as a major need for residents in the Concho Valley region, including those to doctors' offices and shopping located outside the region such as in neighboring Gillespie, Glasscock, Mitchell, and Runnels Counties. The existing service span may not run early or late enough to get residents to their appointments for doctors' visits or dialysis treatment. Some riders also need a higher level of assistance from drivers. CVCOG suggests some enhancements needed for improved transportation—including more drivers, later service hours, fixed-schedule service runs, and on-demand service.

Public Human Services Agency Transportation Services and Programs

Concho Valley Council of Governments

The Concho Valley Council of Governments (CVCOG) is a voluntary organization of local governments formulated to foster a cooperative effort in resolving problems, and creating policies and plans that are common and regional. Consistent with the Concho Valley planning region, CVCOG includes Coke, Concho, Crockett, Irion, Kimble, Mason, Menard, McCulloch, Reagan, Schleicher, Sterling, Sutton and Tom Green Counties. CVCOG projects are for the most part supported by federal and state formula funding allocations.

One human services program administered by CVCOG is the Concho Valley Area Agency on Aging (CVAAA), which provides support for residents aged 60 and older and includes social services, information, and referrals. The AAA program also includes transportation support, relying on CVTD to provide service. However, AAA funding requirements include eligibility restrictions and limits on trip destinations. CVTD offers "Free Rural Rides" to individuals who reside in the rural counties of the CVTD service area. The CVTD bus is free within their county, to/from another county within CVTD service, and/or from their county to San Angelo, as long as they call CVTD to schedule their trips within the required timeframe. "Free Rural Rides" has allowed the CVAAA to focus on meeting the transportation demand response needs of older individuals and their caregivers within the San Angelo city limits.

West Texas Veterans Affairs (VA) Health Care System

The West Texas VA Health Care System (WTVAHCS) serves veterans in 33 counties across 53,000 square miles of rural geography in West Texas and Eastern New Mexico.

- George H. O'Brien Jr. VA Medical Center in Big Spring – Can help arrange transportation for getting to and from VA appointments. Hospital provides primary care and specialty health services, including mental health services, treatment for spinal cord injuries and traumatic brain injury (TBI), suicide prevention, women's healthcare, and more:
    - Traveling for VA-approved care—reimbursement for the cost of using regular transportation that includes cars, planes, trains, buses, taxis, rideshare, or light rail; may also reimburse for eligible costs such as ambulances, wheelchair vans, or ambulettes (non-emergency medical transportation)
    - Round-trip transportation services between home and the hospital and clinics (beneficiary travel)
    - Mileage reimbursement debit cards

CVCOG had procured a grant from the Texas Veteran's Commission (TVC) Fund for Veterans' Assistance (FVA). Grant funding provides transportation services to eligible veterans, their dependents, and surviving spouses in support of basic needs, work, school, medical appointments, or other non-social events or activities. This grant is no longer active.

Private Nonprofit Human Services Agency Transportation Service and Programs

Non-Emergency Medical Transportation

This section focuses on Medicaid non-emergency medical transportation (NEMT) trips in the counties that make up the Concho Valley region, including an assessment of Medical Transportation Program (MTP) trips occurring in the region and a brief explanation of how NEMT services are provided to Texas Medicaid beneficiaries (managed care and fee-for-service) and other associated programs. At the time of this report, data associated with the number of MTP/NEMT trips provided by individual transit systems and other agencies in the region was not available. The Texas Health and Human Services Commission (HHSC) provided NEMT data by county to the consultant team for state fiscal years (SFY) 2022 to 2024. CVTD was able to provide its FY2025 NEMT trip data by county.

The map and tables that follow identify, by county:

- Texas Medicaid NEMT brokers and Managed Care Organizations (MCO) that operate in the Concho Valley region
- How many one-way NEMT trips were provided in the Concho Valley region for SFY2022–2024
- How many eligible Medicaid clients lived in the Concho Valley region and used NEMT services in SFY2022–2024
- How many one-way NEMT trips were provided by CVTD for SFY2024-2025

Texas Medicaid's Medical Transportation Program

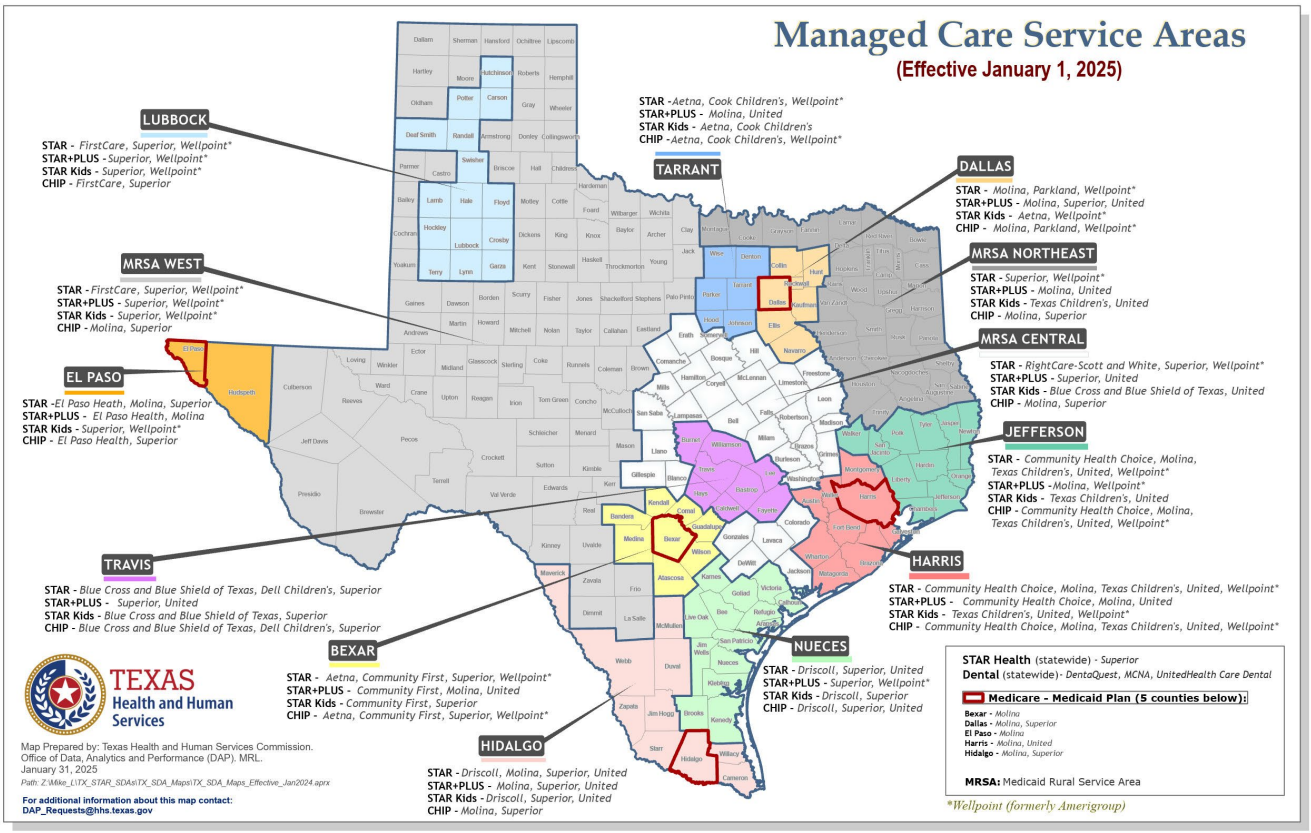
Texas Medicaid's MTP consists of NEMT services meant to provide cost-effective medical transportation to a doctor or specialist, a pharmacy, or other providers for Medicaid-covered healthcare services. NEMT services are only for people enrolled in managed care or fee-for-service (FFS) Medicaid, Children with Special Health Care Needs, and qualified low-income cancer patients. For the purposes of this report, only information related to NEMT services for Medicaid beneficiaries will be discussed.

In Texas, more than 97 percent of the Medicaid beneficiary population is enrolled in managed care. (Texas Medicaid and CHIP Reference Guide 15th Edition 2024) The MCOs are responsible for the provision of MTP/NEMT services to their members. The state is divided into 12 managed-care service areas, and the MCOs operating within those service areas may contract with a transportation provider like CVTD for the provision of NEMT services to their members. For the few Texas Medicaid beneficiaries who are not enrolled in managed care (FFS Medicaid beneficiaries), MTP/NEMT services are provided by transportation providers that are contracted directly with HHSC.

All MTP/NEMT providers must enroll as Texas Medicaid providers prior to contracting with a Texas Medicaid NEMT broker. General information about Texas Medicaid's MTP/NEMT program and provider enrollment is available at the Medical Transportation Program (MTP) website.

Figure 5-4 illustrates how Texas is divided into countywide service areas for the purpose of contracting with MCOs to provide Medicaid services, including NEMT services.

Figure 5-4: Texas Medicaid Managed Care Service Areas



SOURCE: TEXAS MEDICAID AND CHIP REFERENCE GUIDE 15TH EDITION 2024, APPENDIX C — TEXAS MEDICAID AND CHIP MAPS AND FIGURES.

Table 5-12 shows the MTP/NEMT information for each county in the Concho Valley region as well as links to resource information specific to each MCO and its MTP/NEMT broker. Medicaid Program links are meant to give an idea of the types of transit that may be required to serve specific populations: older adults, children, or persons with disabilities or chronic health conditions.

Table 5-12: Texas Medicaid MCO and NEMT Broker Information by County

Medicaid Service Area	MCO*	MTP/NEMT Broker*	Medicaid Programs
Coke, Concho, Crockett, Irion, Kimble, Mason, McCulloch, Menard, Reagan, Schleicher, Sterling, Sutton, and Tom Green			
MRSA West	Wellpoint	Access2Care	STAR, STAR+PLUS, and STAR Kids
MRSA West	FirstCare	Access2Care	STAR
MRSA West	Superior	SafeRide	STAR, STAR+PLUS, STAR Kids
Statewide			
All	Superior	SafeRide	STAR Health
All	Dentaquest, MCNA, and United Healthcare Dental	NEMT services for Medicaid covered dental appointments are provided through the Medicaid beneficiary's medical MCO and that MCO's NEMT Broker.	

*HHSC Health Plan Transportation Contact Information

NEMT Ridership in the Concho Valley Region

A review of the data provided by HHSC and CVTD supports the idea that residents in the Concho Valley region are using NEMT services at a level that is consistent with the rest of the state. It is unclear if CVTD could be providing a larger portion of the region's NEMT trips; however, it should be noted that the brokers seek the least expensive qualified providers. CVTD holds itself to a higher standard and often cannot compete on price in urban areas. Together, the analysis and charts that follow are meant to give an idea of the number of riders and the trips that may be possible in each of the region's service areas.

Table 5-13 includes by county, the number of unduplicated, eligible Medicaid beneficiaries who received a trip and the number of trips provided to eligible Medicaid beneficiaries from SFY2022 through SFY2024 in the Concho Valley service area. State fiscal years are September through August (e.g., SFY2022 is September 1, 2021–August 31, 2022). It also provides a look at the number of Medicaid-eligible clients in each of the counties for the same time period.

Table 5-14 shows by county the number of NEMT trips provided by CVTD in SFY2025. In addition to the 13 counties that make up the Concho Valley region, the NEMT data includes trips provided by CVTD to locations in Gillespie, Glasscock, Mitchell, and Runnels Counties. Note: Because of a change in CVTD software in 2024, we are not able to make a direct year-to-year comparison of CVTD's NEMT trips to total NEMT trips provided in the Concho Valley Region.

In SFY2024, three percent of Medicaid-eligible beneficiaries in Texas used NEMT services. On average, three percent of Concho Valley service area residents (who were Medicaid-eligible beneficiaries in SFY2024) used NEMT; this resulted in 14,193 one-way trips. The following counties had higher than average NEMT use: McCulloch (11%), Concho (4%), Crockett (4%), and Tom Green (4%).

The Concho Valley region had 648 total NEMT clients in SFY2024. Most of those clients resided in Tom Green County (454), while the second highest subtotal was McCulloch County (46); this is not surprising due to the higher overall population of San Angelo. Together, these two counties accounted for 11,354 of the 14,193 NEMT trips (80%) that occurred in the region overall. Other counties with higher NEMT trip subtotals include Kimble (667), Mason (567), Schleicher (445), and Concho (411).

A comparison of CVTD's SFY2025 NEMT trips (4,980 trips) to a three-year average (SFY2022-2024) of total NEMT trips (13,313 trips) shows CVTD to be providing approximately 37 percent of the NEMT trips in the area. This includes trips to and from counties adjacent to CVTD's service area.

The Concho Valley region average of NEMT trips per client in SFY2024 was 21.9, meaning each client on average takes approximately two trips per month. However, the number of NEMT clients residing in the area is not entirely a corollary to the number of NEMT trips taken. For example, Schleicher County had only seven NEMT clients in SFY2024, but the average number of NEMT trips per client was 63.6; each client averaged 5.3 NEMT trips per month. In the same period, some counties with notably higher averages included Mason (40.5), McCulloch (38.2), Kimble (33.4), and Concho (31.6).

Table 5-13: Texas Medicaid NEMT Information by County

	Texas	Concho Valley Region	Coke County	Concho County	Crockett County	Irion County	Kimble County	Mason County	McCulloch County
SFY2022									
Total Medicaid Pop.	5,311,376	27,137	530	461	635	148	754	476	1,666
NEMT Clients	99,900	593	12	11	14	5	14	21	48
Total NEMT Trips	**2,693,506**	**12,516**	**99**	**458**	**105**	**33**	**184**	**1,163**	**1,268**
SFY2023									
Total Medicaid Pop.	5,462,748	27,814	590	421	623	166	771	494	1,665
NEMT Clients	120,627	614	9	12	16	1	14	18	43
Total NEMT Trips	**3,335,760**	**13,230**	**240**	**452**	**209**	**3**	**346**	**878**	**1,549**
SFY2024									
Total Medicaid Pop.	4,345,808	21,462	449	359	464	123	593	387	1,306
NEMT Clients/ Percentage of total Medicaid Pop.	125,844 (3%)	648 (3%)	14 (3%)	13 (4%)	8 (4%)	4 (1%)	20 (2%)	14 (2%)	46 (11%)
Average # of NEMT Trips per Client	26.6	21.9	13.6	31.6	9.4	8.5	33.4	40.5	38.2
Client Trips per Month	2.2	1.8	1.1	2.6	0.8	0.7	2.8	3.4	3.2
Total NEMT Trips	**3,352,136**	**14,193**	**191**	**411**	**75**	**34**	**667**	**567**	**1,757**
SFY2025 *(Preliminary data, subject to Change)*									
Total Medicaid Pop.	*4,070,699*	*19,622*	*380*	*319*	*403*	*127*	*479*	*384*	*1,230*

	Menard County	Reagan County	Schleicher County	Sterling County	Sutton County	Tom Green County
SFY2022						
Total Medicaid Pop.	358	599	420	206	556	20,330
NEMT Clients	14	10	6	5	16	417
Total NEMT Trips	**86**	**97**	**215**	**25**	**135**	**8,648**
SFY2023						
Total Medicaid Pop.	385	608	424	227	533	20,907
NEMT Clients	16	13	5	4	9	454
Total NEMT Trips	**227**	**176**	**312**	**55**	**109**	**8,674**
SFY2024						
Total Medicaid Pop.	313	445	326	174	364	16,159
NEMT Clients/ Percentage of total Medicaid Pop.	14 (1%)	15 (3%)	7 (2%)	6 (3%)	6 (2%)	481 (4%)
Average # of NEMT Trips per Client	13.8	6.1	63.6	14.8	12.5	20.0
Client Trips per Month	1.1	0.5	5.3	1.2	1.0	1.7
Total NEMT Trips	**193**	**92**	**445**	**89**	**75**	**9,597**
SFY2025 *(Preliminary data, subject to Change)*						
Total Medicaid Pop.	*252*	*394*	*289*	*164*	*330*	*14,870*

Texas Health and Human Services Commission (HHSC), Healthcare Statistics *website*: *Medicaid and CHIP Enrollment by Risk Group by County, Final (SFY2022), Historical Medicaid Enrollment by County August 2023, Medicaid and CHIP Enrollment by Risk Group by County, Final (SFY2024), and Medicaid and CHIP Enrollment by Risk Group by County, Preliminary August 2025 (Subject to Change). Additional NEMT Trip data for SFY2022–2024 provided by HHSC is available upon request.*

Table 5-14: Concho Valley Transit NEMT Information by County for SFY2025

	Concho Valley Transit District	Coke County	Concho County	Crockett County	Irion County	Kimble County	Mason County
			SFY2025				
Total CVTD NEMT Trips	4,980	12	17	20	16	72	32

	McCulloch County	Menard County	Reagan County	Schleicher County	Sterling County	Sutton County	Tom Green County
			SFY2025				
Total CVTD NEMT Trips	732	176	0	349	37	14	3437

	Gillespie County	Glasscock County	Mitchell County	Runnels County			
			SFY2025				
Total CVTD NEMT Trips	2	56	1	7			

SOURCE: CONCHO VALLEY TRANSIT DISTRICT

Private For-Profit Carriers

This section on private for-profit carriers includes information on six types of providers—private residential care and transportation, intercity transportation services, Medicaid non-emergency medical transportation, taxi services, transportation network companies, and livery services.

NEMT Providers

There are for-profit NEMT providers that compete with CVTD for ridership in San Angelo.

- Shannon NEMT, LLC was brought to the study team's attention by a representative from Shannon Hospital Healthcare System.
- Others have not come forward.

Intercity Transportation Services

In the Concho Valley region, the primary intercity bus carrier identified is Greyhound. Greyhound's schedules are summarized in **Table 5-15**. Information on intercity bus service in the region was gathered from multiple sources. The Intercity Bus Atlas and Transcor Data Services were used to identify carriers, routes, and stop locations. Additional details were collected directly from the Greyhound website. This service is discussed in detail below.

Greyhound Lines Incorporated

Greyhound Lines currently operates over a dozen routes (called "tables" in intercity bus terminology) in Texas. As the largest carrier in Texas, Greyhound operates to most corners of the state, including two routes that operate in the Concho Valley region. CVTD is the Greyhound agent in San Angelo and Greyhound uses the CVTD multi-modal facility.

Greyhound Table 446, Amarillo – Lubbock – San Angelo – San Antonio

Four local Concho Valley stops are served daily (Monday–Sunday): Brady (Stripes), Eden (Tres Amigos Convenience), San Angelo (Concho Valley Transit District), and Sterling City (Stripes).

Northbound service toward Amarillo departs Brady at 3:55 p.m., Eden at 4:35 p.m., San Angelo at 5:30 p.m., and Sterling City at 6:20 p.m. Southbound service to San Antonio departs Sterling City at 12:50 p.m., San Angelo at 1:50 p.m., Eden at 2:35 p.m., and Brady at 3:10 p.m.

These stops provide connectivity between San Antonio and Amarillo, with intermediate service in Comfort, Center Point, Kerrville, Fredericksburg, Mason, Eden, San Angelo, Sterling City, Big Spring, Lubbock, and Plainview.

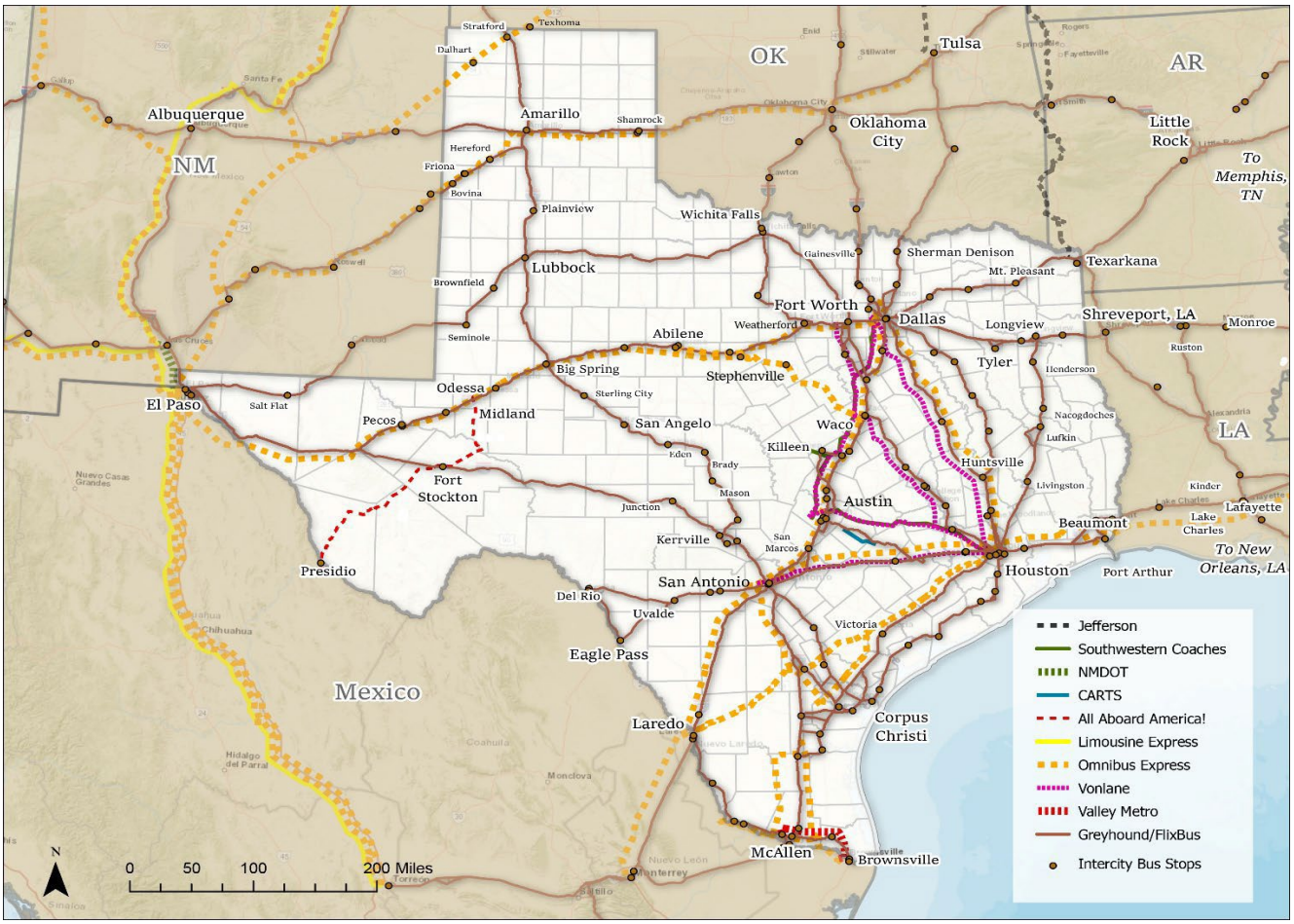
Greyhound Table 481 – San Antonio to El Paso

One local Concho Valley stop is served in Junction (Short Stop). Westbound service toward El Paso departs daily at 8:30 a.m., while eastbound service to San Antonio departs at 10:20 p.m., connecting Junction with San Antonio, Kerrville, Fort Stockton, and El Paso.

Table 5-15: Greyhound Schedules

Route Name	Concho Valley Stop(s)	Address	Direction and Final Destination(s)	Departure	Stops Served
Greyhound Table 446: Amarillo - San Antonio	Brady (Stripes)	2013 S Bridge St, Brady, TX 76825	Northbound to Amarillo Southbound to San Antonio	Mon. - Sun. 3 :55 PM Mon. -Sun. 3 :10 PM	San Antonio, Comfort, Center Point, Kerrville, Fredericksburg, Mason, Brady, Eden, San Angelo, Sterling City, Big Spring, Lubbock, Plainview, Amarillo
Greyhound Table 446: Amarillo - San Antonio	Eden (Tres Amigos Convenience)	502 W Broadway St, Eden, TX 76837	Northbound to Amarillo Southbound to San Antonio	Mon. - Sun. 4 :35 PM Mon. - Sun. 2:35 PM	San Antonio, Comfort, Center Point, Kerrville, Fredericksburg, Mason, Brady, Eden, San Angelo, Sterling City, Big Spring, Lubbock, Plainview, Amarillo
Greyhound Table 446: Amarillo - San Antonio	San Angelo (Concho Valley Transit District)	510 N Chadbourne St, San Angelo, TX 76903	Northbound to Amarillo Southbound to San Antonio	Mon. - Sun. 5 :30 PM Mon. - Sun. 1:50 PM	San Antonio, Comfort, Center Point, Kerrville, Fredericksburg, Mason, Brady, Eden, San Angelo, Sterling City, Big Spring, Lubbock, Plainview, Amarillo
Greyhound Table 446: Amarillo - San Antonio	Sterling City (Stripes)	1001 4th St, Sterling City, TX 76951	Northbound to Amarillo Southbound to San Antonio	Mon. - Sun. 6 :20 PM Mon. - Sun. 12 :50 PM	San Antonio, Comfort, Center Point, Kerrville, Fredericksburg, Mason, Brady, Eden, San Angelo, Sterling City, Big Spring, Lubbock, Plainview, Amarillo
Greyhound Table 481: San Antonio - El Paso	Junction (Short Stop)	1977 Main St, Junction, TX 76849	Westbound to El Paso Eastbound to San Antonio	Mon. - Sun. 8:30 AM Mon. - Sun. 10:20 PM	San Antonio, Kerrville, Junction, Fort Stockton, El Paso

Figure 5-5: Texas Intercity Bus Network



Taxi Services

A list of private taxi/cab providers identified in the Concho Valley region is provided below. Most of these services are concentrated in San Angelo, with some limited availability in communities such as Brady, Sonora, and Junction. However, many of the smaller rural counties within the Concho Valley region have little to no reliable private taxi service, with public demand-response transit often serving as the primary transportation option.

- Red Ball Taxi & Shuttle
- Yellow Cab Co
- Checker Cab Company
- AA Shuttle Service
- Luxury Taxi
- Granny Shuttle
- Tara's Groovy Rides (private ride/chauffeur service)
- Roadrunner Pedicab (downtown pedicab/bike taxi with limited operating hours)
- Wade's Taxi Service

Transportation Network Companies

The consultant team identified and confirmed two transportation network companies (TNCs) currently operating in the Concho Valley region—Uber and Lyft. Both companies hire independent contractors as drivers, who can then choose to accept trip requests. Drivers for both companies tend to be present mostly in and around the San Angelo urbanized area, but can also be available elsewhere in the Concho Valley region depending on where they choose to work.

Uber

Uber has available products for on-demand, ride-hailing transportation services available throughout the Concho Valley region. Drivers may be available on the Uber platform 24 hours a day, seven days a week; however, the locations where drivers are located and the number of drivers in those given locations is not guaranteed. Customers set up an account with Uber and link a credit or debit card to that account—payment for trips is made in the Uber smartphone app. Customers use the app to pick their service and request a trip by providing the pickup and drop-off addresses; at that time, they are provided an estimated fare that is calculated based on the trip distance and service demand. Once accepted by a driver, the vehicle and driver information (name, vehicle model, license plate, etc.) is provided to the customer in the app.

Uber provided the consultant team with averages for Uber trips data in the Concho Valley region over a three-month period in 2025. The data was compiled for all counties in the region for the one-time period, as well as separately over three sub-geographic groups: (1) trips entirely within the San Angelo UZA; (2) trips entirely outside of San Angelo UZA; and (3) trips going between San Angelo UZA and other parts of the region. While the majority of trips (i.e., Average Daily Riders) occurred within the San Angelo UZA, there were a small number trips elsewhere in the region as well in this sample dataset as shown in **Table 5-16**.

Table 5-16: Uber Service in Concho Valley Region, 2025 Three-Month Samples

Geographic Area for Travel	Avg ETA	Avg Fare	Avg Distance (mi)	Avg Daily Riders	Avg Daily Supply
Within San Angelo UZA	6	$13.32	3.8	516	196
Outside San Angelo UZA	8	$19.43	8.6	2	122
Between San Angelo and Region Elsewhere	8	$18.82	7.7	35	196
Concho Valley Overall	7.3	$17.19	6.7		

Lyft

Similarly, Lyft has available products for on-demand, ride-hailing transportation services available throughout the Concho Valley region. Drivers may be available on the Lyft platform 24 hours a day, seven days a week; however, the locations where drivers are located and the number of drivers in those given locations is not guaranteed. Customers set up an account with Lyft and link a credit or debit card to that account—payment for trips is made in the Lyft smartphone app. Customers use the app to pick their service and request a trip with the pick-up and drop-off addresses; at that time, they are provided an estimated fare that is calculated based on the trip distance and service demand. Once accepted by a driver, the vehicle and driver information (name, vehicle model, license plate, etc.) is provided to the customer in the app.

Mobility Management Activities

Mobility management activities are conducted by CVTD in coordination with the Concho Valley RCPC. Virtually all of the mobility management functions are conducted by CVTD and staff, as there are no other nonprofit providers in the region.

- Driver Training – CVTD conducts a full scale driver training program for its drivers.
- One Call/Click – CVTD handles virtually all requests for transportation, with referrals as needed.
- Coordination – CVTD works closely with the disability and senior communities through expanded service in San Angelo and its close relationship with the Area Agency on Aging.
- Fare Programs – most of CVTD's service is free fare. There are no other programs to coordinate with.
- Funding Agreements – CVTD does an excellent job of securing local support and funding.
- Educational Programs – CVTD works with the public and offers travel training for those in need.

Chapter 6
Needs & Gaps Analysis

Introduction

This section of the Concho Valley Regional Public Transportation Coordination Plan represents the service gaps and duplication analysis for the plan conducted by the consultant team. The analysis reviews any unmet transportation needs identified for the Concho Valley region based on the findings documented in the earlier sections, bringing together quantitative and qualitative information from the geographic, demographic, and transportation services assessments. This analysis considers where concentrations of target populations reside and locations of key trip destinations in the region, in relation to the transportation services available to serve them and the effectiveness of those services. The analysis is aided by our field observations in each county.

The information in this analysis will serve as the foundation to develop strategies that address the identified transportation and coordination needs documented later in this plan. The analysis used the best information available from the transportation providers, whether that information was provided directly or found through online search.

Previous Coordination and Service Planning Efforts

This section provides a summary of recent transportation planning efforts relevant to the Concho Valley region. It outlines key transportation-related issues, goals, and recommendations from regional, and statewide studies, with an emphasis on content related to public transportation, coordination, and mobility management. A summary of the transportation-related challenges, goals, and recommendations from the reviewed plans is presented below.

Statewide

Connecting Texas 2050 Statewide Long-Range Transportation Plan (2024)

Overview/Goals/Objectives (Public Transportation & Mobility Focus)

Connecting Texas 2050 is TxDOT's statewide long-range transportation plan that provides a 25-year vision for all modes—highways, transit, freight, rail, aviation, ports, and active (walk, bike, and first-mile/last-mile) transportation. Relevant goals include:

- Improve mobility and multimodal connectivity.
- Enhance coordination across modes, jurisdictions, and regions.
- Support public transportation, active transportation, and non-automobile access.

Key Issues/Challenges

- Rapidly growing state population and freight demand.
- Limited transportation options outside of driving, and different travel modes like transit, walking, biking, and freight are not well connected to each other.
- Need for stronger coordination among local, regional, and state transportation/network partners.

Recommendations/Strategies/Actions (Public Transportation & Mobility Focus)

- Advance strategic investments in public transportation and active mobility.
- Prioritize inter-regional transit connections and integration of human services transportation with public transit.
- Strengthen partnerships among state, MPOs, transit agencies, and regional entities to deliver coordinated mobility solutions.
- Promote awareness of transportation options through public outreach and engagement, ensuring inclusive input in rural and underserved areas.
- Support integrated planning that links land use and transportation to create transit-ready communities.

Regional Plans

Concho Valley Regional Coordination Transportation Plan (RCTP) (2021)

Overview/Goals/Objectives

Concho Valley Regional Coordination Transportation Plan (RCTP) (2021) was a plan for closing gaps in public transportation services for Coke, Concho, Crockett, Irion, Kimble, Mason, McCulloch, Menard, Reagan, Schleicher, Sterling, Sutton, and Tom Green Counties. It served as a document to identify gaps in transportation services and how the community might fill those gaps. The Transit Gap Index (TGI) analysis identified counties and transit-dependent groups that were underserved in the county.

Recommendations/Strategies/Actions

The 2021 Concho Valley Regional Coordination Transportation Plan (RCTP) identified 13 needs statements:

- **Scheduling:** More frequent and convenient stops and destinations with consistent run times. Historically, the demand-response system serving the rural Region 10 areas has had scheduling inefficiencies, and there are no regularly-scheduled stops and destinations.
- **Awareness:** Increase public information and awareness of transit services.
- **Accessibility:** More accessibility for transit-dependent populations not being served.
- **Seniors:** Improve awareness and access to transit services for the senior population in the region.
- **Capacity:** Increase vehicles and services in rural areas; enable more intra-county and intra-city service.
- **Appointments:** Improve appointment procedures and scheduling for demand-response services; resolve issues over scheduling Medicaid and other priority riders.
- **Low Vehicle Access:** Improve awareness and access to transit services for regional residents lacking access to vehicles.
- **Veterans:** Improve awareness and access to transit services for veterans, active-duty service personnel and their families, especially for medical and workforce purposes.
- **Uninsured:** Improve awareness and access to transit services for medical purposes by medically-uninsured residents in the region.
- **Low Income:** Improve awareness and access to transit services for low-income residents of the region.
- **Disabilities:** Improve awareness and access to transit services in the region for the residents with disabilities.
- **Worker Utilization:** Increase utilization of transit services for the trip to/from work, where feasible.
- **Medicaid Service:** Improve services for Medicaid patients in rural areas.

Concho Valley Transit District Transit Development Plan (TDP) (2022)

The *Concho Valley Transit District Transit Development Plan (TDP) (2022)* identified unmet needs and recommendations by area type. The level of service in most of the counties was believed to be appropriate, with the possible exception of Menard County. The needs were focused on seniors, veterans, persons with disabilities, low-income residents and those with medical transportation needs.

Rural Counties – Overview/ Recommendations/Strategies/Actions

The Review of Existing Services included in Chapter No. 3 of the TDP found that ridership, while low in numbers, was reasonable for rural isolated areas. Most rural counties have very low population and the ridership in these counties was typical of remote rural areas. Concho, Coke, Crockett and Reagan counties had over 1,000 annual trips. These numbers were quite reasonable for counties of that size, while Irion, Kimble, Menard, Schleicher, Sterling and Sutton counties had much lower numbers. This was particularly true for Menard County. McCulloch County was the exception in the rural counties, with a much higher population and a small city with a Walmart (always a major destination). Ridership in McCulloch County was almost four times higher than any other rural county.

Recommendation: The study team believed that these counties would benefit from scheduled service either daily or less than daily.

Urban San Angelo - Overview/Recommendations/Strategies/Actions

The fixed-route service in San Angelo had surprisingly good ridership for a community of its size. The average productivity systemwide (for full time public routes) was 10 one-way trips per hour. This indicated that the service is well used and meeting many needs, based on that ridership.

Recommendation: While there were still unmet needs for a variety of reasons, as discussed below, a revision of existing routes was recommended to capture much of that need.

Specific Needs – Overview/Overview/Recommendations/Strategies/Actions

The needs identified in the ***2021 Concho Valley RCTP*** were again reviewed and observed by consultants in the ***2022 CVTD TDP***. Those needs included:

- **Scheduling of service –** Schedules should be posted and promoted in rural counties. Schedules for out-of-county service should be set and marketed.
  Recommendation: Service in rural communities should be scheduled and promoted in the community. Due to the greatest needs (healthcare and dialysis transportation in particular), schedules will most likely be set to meet dialysis needs—not conducive to employment transportation. However, dialysis schedules are conducive to shopping and healthcare needs.
- **Fixed-route bus stops and routing –** Improvements were needed to eliminate loop routes, as they are very inefficient.
  Recommendation: Eliminate loop routes, minimize dead space, and reconfigure bus stops for safety and operational reasons.
- **Branding and awareness of the service –** Service awareness and marketing in rural areas was indicated as a need based on interviews and surveys. The current vehicles are institutional white and often are not noticed.
  Recommendation: Branding with colorful buses is the best marketing tool a rural system can have.
- **Employment transportation in rural areas –** The consultants believed that this need was low, as rural areas have limited employment options and those employed typically have vehicles. No Recommendation needed.
- **ADA Complementary Paratransit –** CVTD has an appropriate paratransit service and uses its rural vehicles in ADA service when they are in San Angelo.
  Recommendation: Continue this good practice to the maximum extent feasible, reducing the need for dedicated ADA vehicles. CVTD must never let Medicaid trips take precedence over ADA trips.
- **On-demand –** This app-based service (or riders can access service by telephone) is a general public shared-ride service designed for lower density areas that are very difficult to serve, especially for fixed route.
  Recommendation: This service was recommended for low density communities in San Angelo and for Brady—the only rural community in the service area that could sustain on-demand service.

Service designs for regional service included:

- **Fixed schedule, daily service into San Angelo –** Most counties provided service on a daily basis into San Angelo for healthcare and shopping needs.
- **Combining outer ring counties with inner ring –** For example, service from Ozona should come through other towns on a schedule and pick up those riders, rather than using two separate vehicles—to a great extent this was being accomplished.
- **Commuter service: subscription bus, vanpool and carpooling –** The three levels of pooling. There was no entity functioning as a rideshare/pooling coordinator for trips in the Concho Valley. This was recommended as an opportunity for CVTD to step in and manage a modest carpool/vanpool service. Service from the Concho Valley to Midland and Odessa could be included and, if over time demand warranted, a subscription bus or bus pool might be effective.

Concho Valley AAA Area Plan - Pending Approval - (2027-2029)

Overview/Goals/Objectives (Public Transportation & Mobility Focus)

In progress, the finished Area Plan will serve as a time study of data gathered through concerted efforts of public comment, client surveys, key stakeholder comments, and staff input during the months of October 2025 through May 2026. See: Concho Valley AAA Area Plan - Pending Approval - (2027-2029)

Key Issues/Challenges

- Nutrition and Transportation services continue to be the most in-demand, long-term services offered by the Concho Valley Area Agency on Aging (CVAAA).
- Concho Valley Transit's "Free Rural Rides" has allowed the CVAAA to focus on meeting the requests for the demand-response transportation needs of older individuals and their caregivers within the San Angelo city limits.

Transportation Needs Discussion

Kickoff Meeting

In the project kickoff meeting with CVCOG, CVTD, and the Concho Valley Regional Coordination Planning Committee (Concho Valley RCPC), the attendees discussed several existing transportation needs for the Concho Valley region:

- Low turnout at scheduled travel training sessions highlighted the need to improve engagement strategies, expand training opportunities for individuals with disabilities, and explore alternative training formats and partnerships with specialized travel training providers to improve familiarity and comfort with available transportation services.

- Access to healthcare remains an important regional need, particularly for medical appointments, hospital discharges, and trips requiring additional assistance or coordination, highlighting the need for improved coordination among transportation providers, hospitals, social workers, volunteers, and transportation network companies such as Uber or Lyft.
- Transportation access for residents without personal vehicles continues to be important for employment and educational opportunities, particularly for individuals working late shifts who may not be served by existing transit hours.
- Transportation challenges specific to rural communities remain important considerations due to the size and geography of the region.
- Limited operational resources and staffing constraints continue to impact transportation providers, including concerns regarding driver availability and wages.
- The lack of public awareness and communal knowledge about transportation services was identified as a barrier to access, and public engagement strategies that simultaneously promote services and gather community feedback were discussed as potential solutions.
- Existing route designs may create inefficiencies for riders, particularly where looped routes result in long travel times for relatively short trips and require passengers to wait through an entire route cycle to return to their origin.
- The need to explore additional transportation partnerships and coordination strategies, including potential employer-supported transportation models, was identified as an opportunity to help address regional mobility needs. This can include vanpools.
- Limited late-night transportation service to and from the airport was identified as a transportation gap within the region.
- Coordination with volunteer driver programs and community organizations, including RSVP, may help address difficult-to-serve transportation needs, particularly for older adults and specialized trip purposes.
- Improving transportation access to healthcare for veterans was also identified as a need, including recent efforts by CVTD to expand local and long-distance transportation services for veterans through newly-secured grant funding.

Transportation Needs Surveys

The surveys were developed as part of the public engagement effort in Chapter 2. The results are detailed in that chapter. As part of this planning effort, a community survey was developed to engage residents and determine passenger transportation needs in the Concho Valley. A web-based survey tool was developed along with hard copies of surveys. The project team worked with CVCOG and CVTD to distribute surveys to stakeholder groups and organizations.

In addition to the community survey, the project team developed a rider survey. Hard copies of the survey were available at the CVTD office, but the majority of responses came from the online survey tool. Transit users accessed the tool from a flyer posted on each CVTD transit vehicle. A total of 33 responses were submitted.

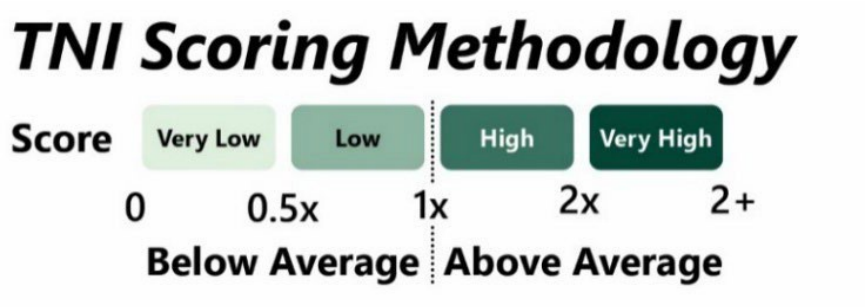
The results indicated general satisfaction with CVTD services. The most common needs included: later service, improved routes, greater awareness of service/marketing and improved and expanded routes in San Angelo.

Transportation Needs Index

To support this analysis, a Transit Needs Index (TNI) was developed using 2023 American Community Survey (ACS) 5-year estimates at the block group level for the region. The TNI incorporates four key population groups:

- **Older adults (ages 65 and older)** who may experience age-related mobility limitations or choose not to drive.
- **Zero-vehicle households** which lack access to a personal vehicle and rely on ridesharing and other modes of transportation.
- **Individuals living below the poverty level** who may face financial constraints that limit vehicle ownership.
- **Individuals with disabilities** who may require accessible transportation options or specialized services to meet daily travel needs.

The Transit Needs Index (TNI) is an aggregate measure that captures the relative concentration of these four population groups across the region. For each census block group, demographic factors are calculated as a proportion of the total population and expressed relative to the regional average. Scores of 1 to 4 are then assigned to each factor based on how it compares to the regional average. These scores are summed and multiplied by a population density score to produce a composite TNI value. Population density scores range from 1 to 5, corresponding to the following categories: less than 100 persons per square mile; 100–500 persons per square mile; 500–1000 persons per square mile; 1,000–2,000 persons per square mile; and more than 2,000 persons per square mile. The resulting composite TNI values are then classified into four categories, as shown below.



The TNI is intended as a comparative planning tool rather than an absolute measure of demand, highlighting areas where transit need is greater relative to surrounding areas. Each census block group is scored in relation to the regional average; areas classified as "very high," for example, have TNI scores more than double the study area average.

The TNI methodology can produce multiple analytical outputs. For the purposes of this planning effort, the analysis focuses on two outputs:

- **TNI Factored by Population Density** – This measure aggregates the scores of each demographic group and adjusts them by population density, allowing areas with both high concentrations of transit-dependent populations and sufficient population density to be more clearly identified.

- **TNI by Population Percentage** – Aggregates the total number of each demographic group and gives a score based on the percentage of transit-dependent persons.

Figure 6-1 shows all the TNI factors, population density, and the resulting outputs for the standard TNI factored by population density as well as the TNI by population percentage. A closer look at the TNI for the Concho Valley region is shown in **Figure 6-2**. Block groups scoring very high are limited to the San Angelo urbanized area. These block groups are distributed across several locations within the city, including the eastern and northeastern areas near US 67 and areas west of Bryant Boulevard. Much of the San Angelo urbanized area is characterized by high-scoring block groups. Outside the urbanized area, high-need block groups are located in Brady, Junction, Ozona, Big Lake, and Robert Lee.

This distribution indicates that the highest-need block groups are limited in number and located primarily within the San Angelo urbanized area, while additional high-need areas are dispersed among smaller communities across the region. The scattered nature of these block groups across a large geographic area presents challenges for service planning, vehicle deployment, and cost efficiency. As a result, coordination among regional and local providers is important to support connectivity between smaller, more isolated communities and the region's primary service and employment centers. **Figure 6-3** provides a closer examination of transit needs within the San Angelo urbanized area.

Figure 6-4 highlights concentrations of transit need in Brady. Only one block group within the Brady urban area scored high on the transit needs index, located east of North US 377. The remainder of the Brady area scored low or very low.

Figure 6-5 presents the results of the transit needs index by percentage. When population density is excluded, transit need is relatively evenly distributed across the region. No block groups score very high, while 63 block groups score high. All block groups in McCulloch, Mason, Menard, and Kimble counties score high. Most block groups in Coke County also score high, with the exception of the area around Bronte. Within the San Angelo urbanized area, many block groups score high, along with additional high-need block groups in rural areas west of the city. Other small communities with high-need block groups include Ozona and Eldorado. Across the remainder of the region, most block groups fall between high- and low-need categories, while Reagan County and the southeastern portion of Tom Green County are predominantly very low need.

Figure 6-1: Transit Needs Index Factors

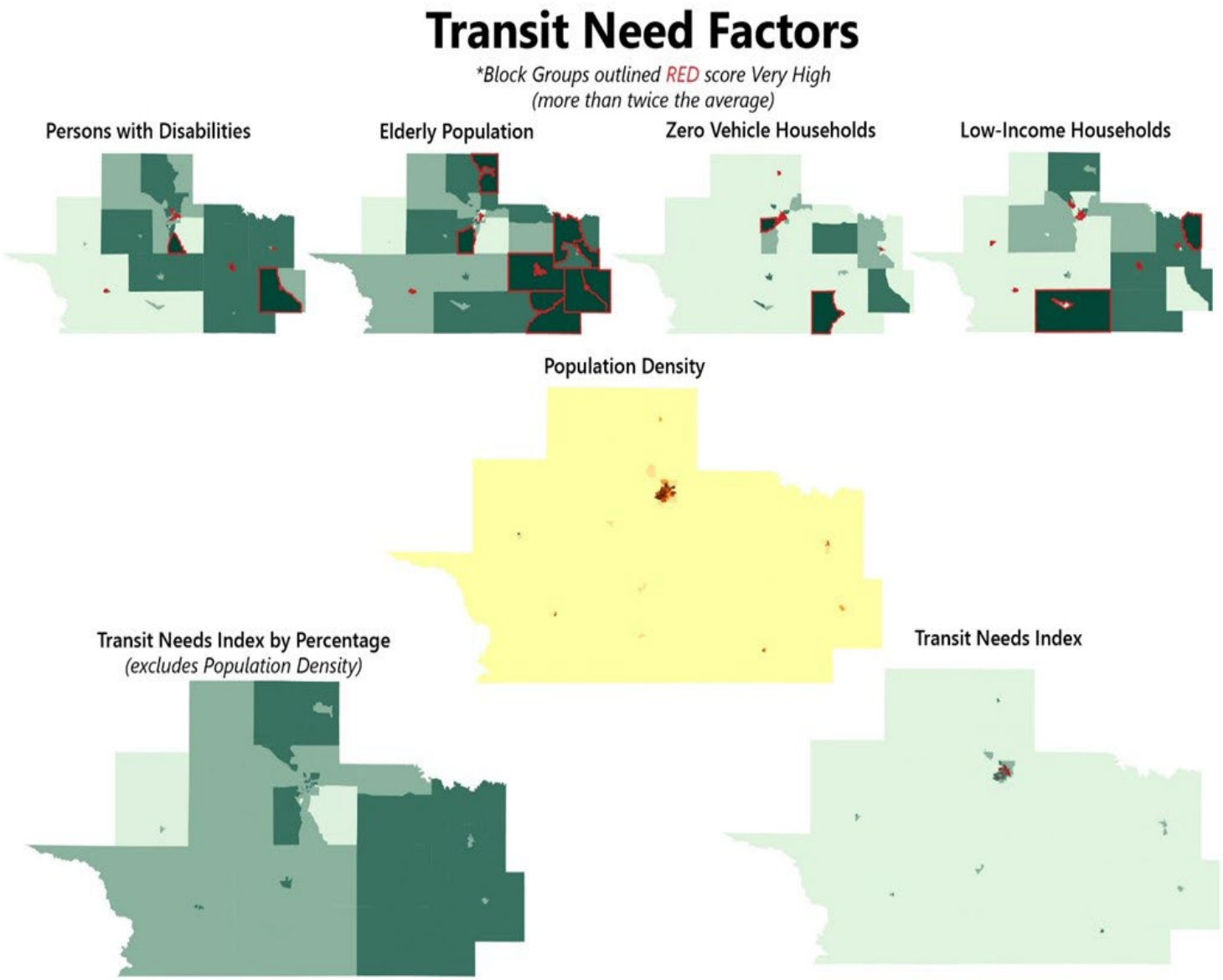


Figure 6-2: Concho Valley Region Transit Needs Index

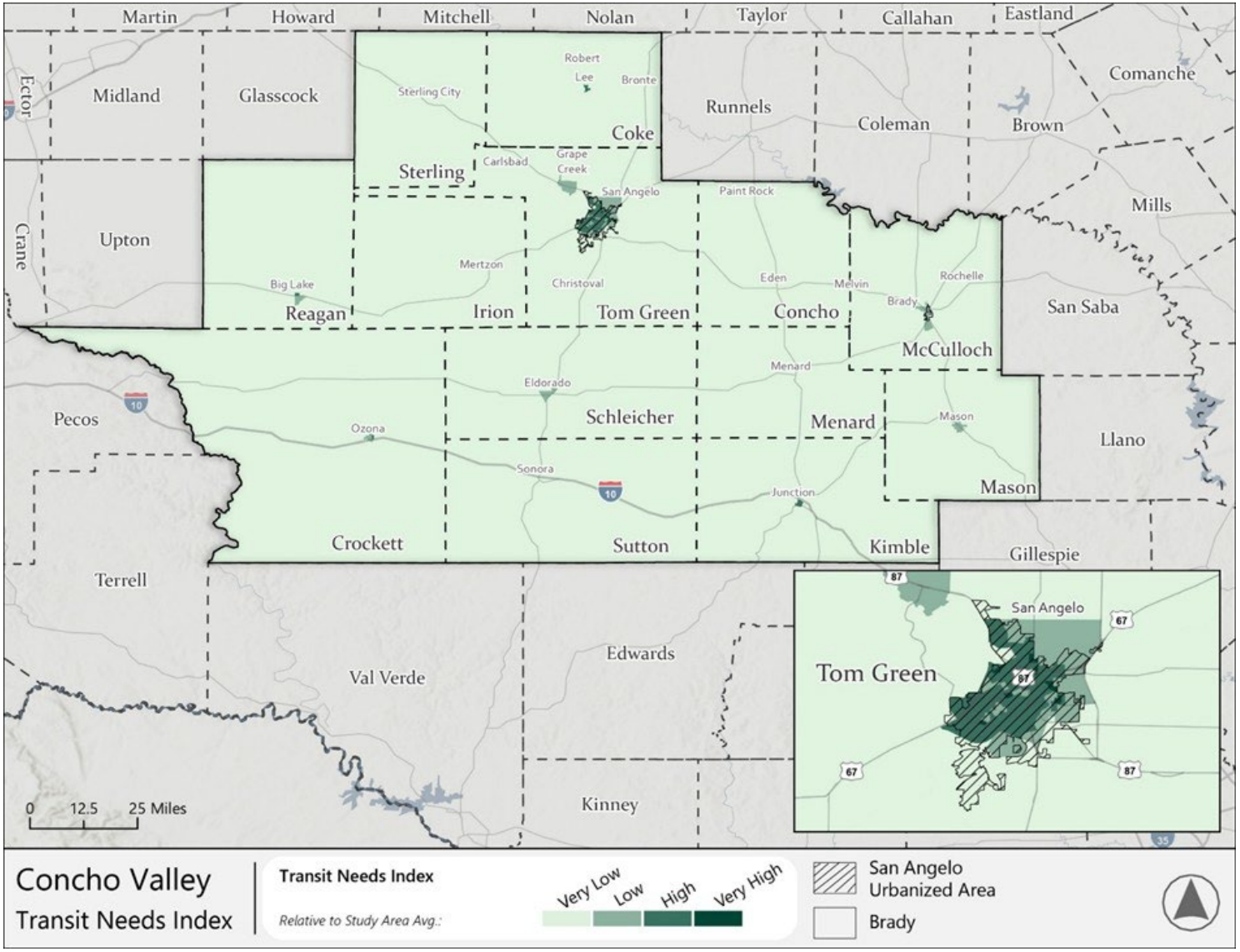


Figure 6-3: Analysis of Transit Needs Within the San Angelo Urbanized Area

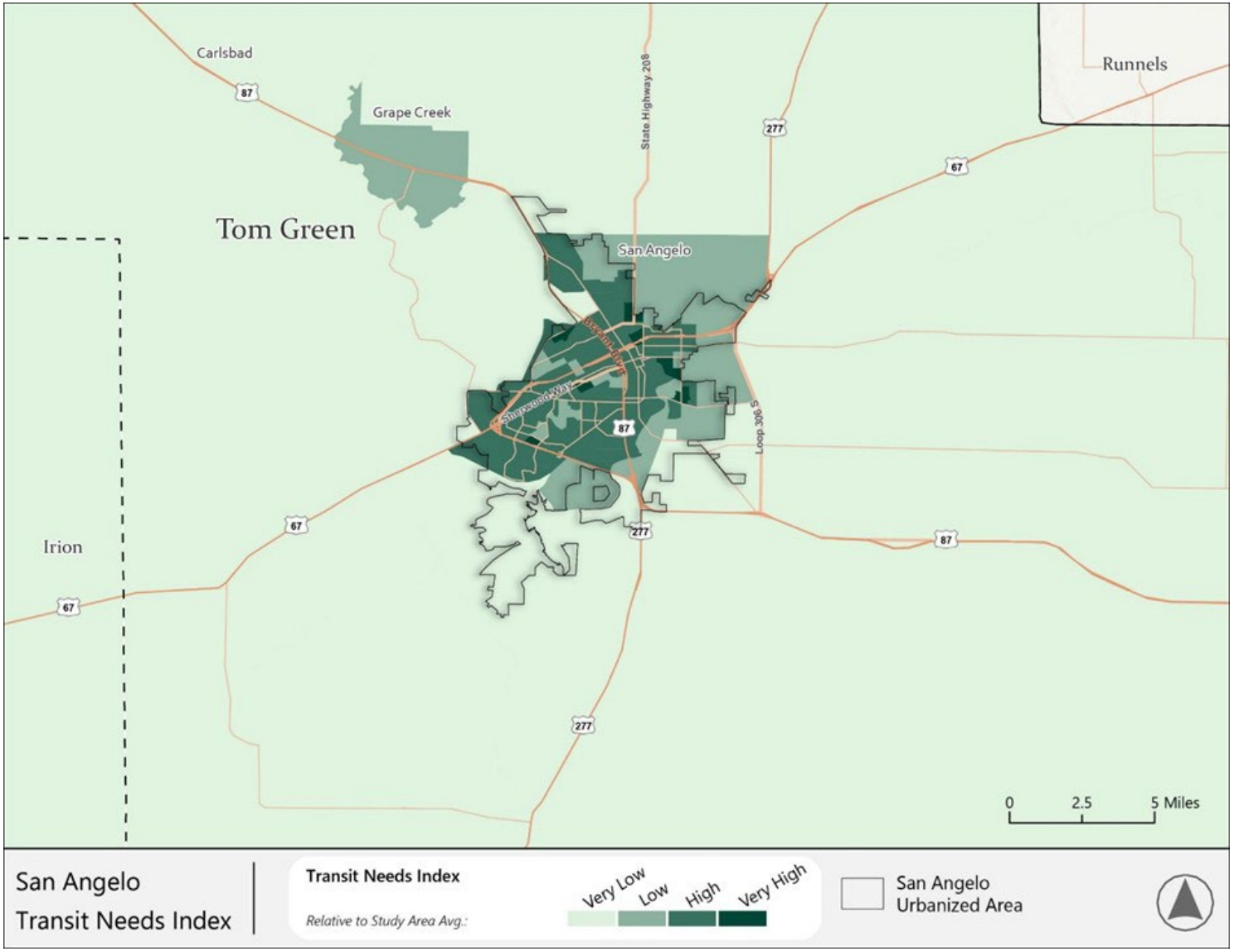


Figure 6-4: Analysis of Transit Needs in Brady

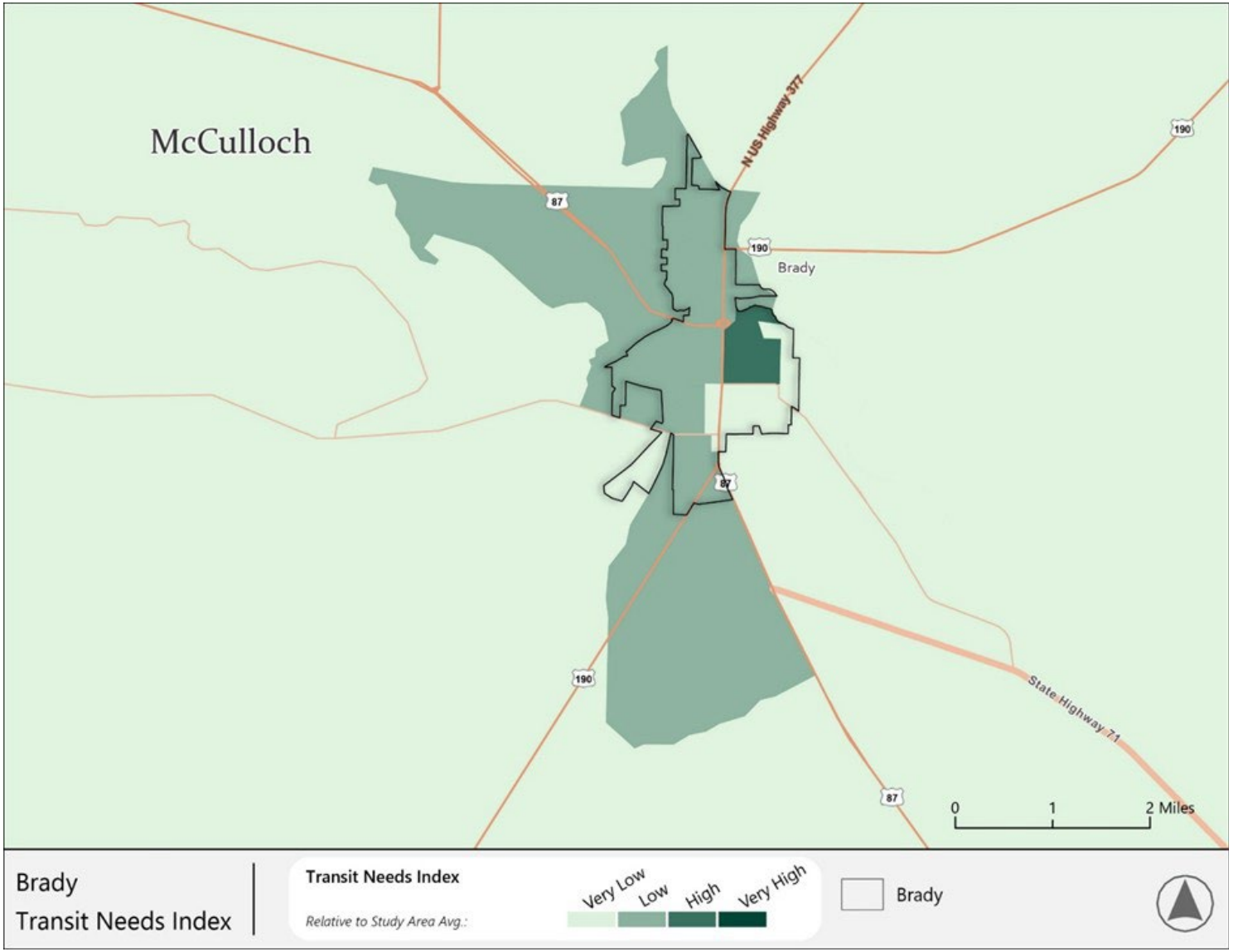
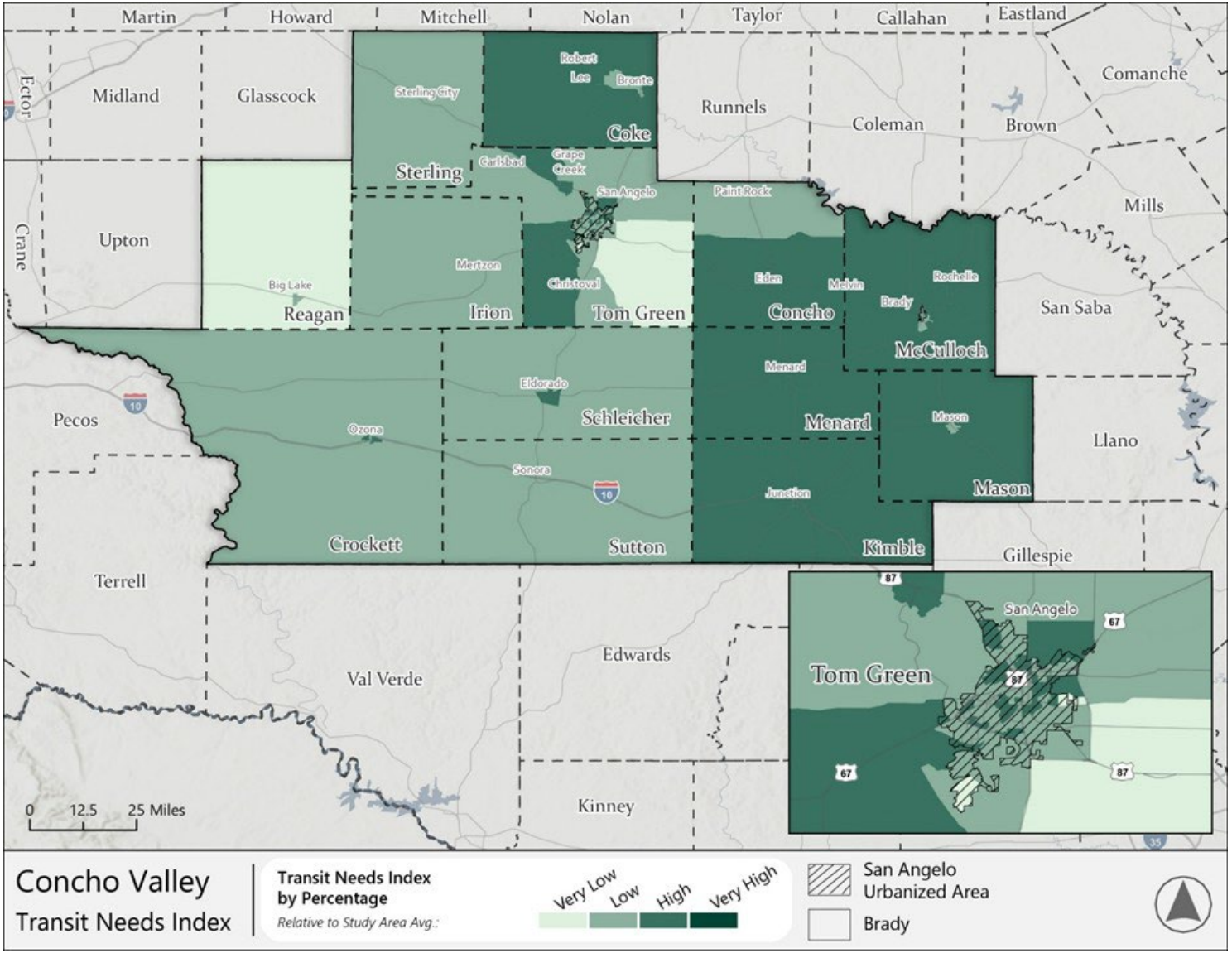


Figure 6-5: Concho Valley Region Transit Needs Index by Percentage



Summary

This section breaks down identified transportation needs for the region into several categories of consideration—geographic location, time-related, population analysis, transportation service type, rider type, trip purposes, vehicles and capacity, marketing and outreach, technology, personnel and training, budgetary and funding, and coordination. Most of the transportation needs are in the form of service gaps or improvements to the existing services. The analysis found little in the way of service duplication (with the exception of Brady), though some coordination opportunities could help to further utilize available vehicles and connect residents to available services.

Geographic Location

San Angelo serves as the region's primary transportation, employment, medical, and service hub. The city contains the largest concentration of major trip generators, including hospitals, shopping centers, human services agencies, Angelo State University, and Goodfellow Air Force Base. Many rural communities throughout the Concho Valley rely heavily on transportation connections to San Angelo for access to medical care, employment, education, shopping, and social services. The two easternmost counties, Mason and McCulloch, also look to the east for services. The vast majority of out-of-county shopping and healthcare needs for residents of Mason County are met in Fredericksburg. McCulloch County residents often want to go to Brownwood for healthcare.

Brady functions as an important secondary rural population center within the region and includes a broader mix of services and trip generators than many surrounding rural communities, including emergency medical services, dialysis facilities, major shopping and human services organizations.

Service Hours

Transit service availability throughout the Concho Valley region is constrained by limited service spans, advance reservation requirements, and inconsistent weekend availability—particularly in rural communities. These limitations can create challenges for residents who need flexible transportation options for employment, medical appointments, education, shopping, and other essential trip purposes.

Most rural demand-response service in the region requires advance reservations made by 3:00 p.m. the business day before travel, limiting flexibility for same-day or spontaneous trip needs. Brady On-Demand is currently the only same-day public transportation option identified in the region.

Within San Angelo, CVTD fixed-route service operates Monday through Saturday, and concludes at approximately 7:30 p.m., with no Sunday service currently available. While the absence of Sunday service is common among smaller urban transit systems, it still represents a mobility gap for residents who need weekend transportation access.

Existing transit service spans may not adequately serve individuals needing transportation during late evening hours, particularly workers employed in second- or third-shift jobs and individuals attending evening educational programs. Concho Valley RCPC members specifically discussed the importance of transportation access for workers whose shifts extend beyond existing service hours, particularly after 7:30 p.m. for fixed-route services, and after 5:30 p.m. for rural demand-response services. The lack of late-night transportation service to and from the airport was also identified as a transportation gap during stakeholder discussions.

Population Analysis

Population and demographic trends throughout the Concho Valley indicate growing transportation challenges related to rural isolation, aging populations, and dispersed settlement patterns. Population growth is expected to remain concentrated in Tom Green County and the San Angelo area, while many rural counties are projected to continue experiencing population decline through 2040.

Older adults currently comprise approximately 18 percent of the regional population, with substantially higher concentrations in several rural counties including Menard, Kimble, Mason, and Coke counties. Many of these populations are more likely to depend on accessible or specialized transportation services. Approximately 2,586 households throughout the region do not have access to a personal vehicle, with the highest concentrations located within Tom Green County, Brady, and portions of Kimble County. The region also contains substantial populations of low-income residents, individuals with disabilities, veterans, and residents with limited English proficiency.

The TNI analysis indicates that the highest concentrations of transit need are primarily located within the San Angelo urbanized area. Multiple rural counties, including McCulloch, Mason, Menard, and Kimble counties, contain consistently high concentrations of transit-dependent populations relative to their total population.

Transportation Service Type

CVTD provides both fixed-route and demand-response transportation services throughout the region, including ADA complementary paratransit service and microtransit service in Brady.

Demand-response transportation remains the primary public transportation mode for local service outside of San Angelo due to the region's low population density and dispersed travel patterns. However, the reliance on advance-reservation demand-response service can create barriers for riders needing spontaneous or time-sensitive transportation.

Trip Purposes

There do not appear to be major gaps or duplication of service for particular trip purposes in the Concho Valley region. The vast majority of human services transportation is provided by CVTD. Trip purposes include healthcare, human services, shopping, employment and other purposes.

Vehicles and Capacity

Currently there are enough vehicles of the right type to meet the needs. Several vehicles in the fleet have high mileage or are in poor condition, which may affect reliability, maintenance needs, and future service expansion. These vehicles should be taken off the active roster, as remote rural areas must have reliable vehicles. Driver availability, operating funding, and long travel distances in the rural service area also affect overall service capacity.

Marketing and Outreach

Awareness of available transportation services and understanding how to use them were identified as ongoing barriers throughout the region. Stakeholders discussed the need for improved marketing, communication, and transparency regarding transportation options and coordination opportunities. Low turnout at scheduled travel training sessions highlighted the need to improve engagement strategies, expand travel training opportunities for individuals with disabilities, and explore alternative training formats and partnerships with travel training providers.

Stakeholders also discussed outreach approaches that not only market services, but also gather public feedback, including transit presence at community events and continued rebranding of CVTD vehicles to improve visibility and awareness.

Technology

CVTD currently utilizes several technology platforms, including PassioGo!, Spare Software, and Token Transit, to support scheduling, dispatch, trip optimization, mobile fare payment, and real-time vehicle information. Additional opportunities may exist to further integrate technology applications across transportation services to improve trip planning, service coordination, and customer information.

Personnel and Training

Limited operational resources and staffing constraints continue to affect transportation providers throughout the region. Concho Valley RCPC discussions included concerns regarding driver shortages and the need to evaluate driver wages and staffing levels to support service delivery.

Budgetary and Funding

Funding appears to be adequate with funding from local governments, NEMT, veteran services and the federal government. CVTD has been adept at securing funding for its services and facilities.

Coordination

CVTD does an excellent job of coordinating services across the region. More work can be done in the area of workforce transportation needs, along with some adjustment of service design.

Chapter 7:
Coordinated Passenger Transportation Goals and Strategies for the Concho Valley

Introduction

This chapter of the Concho Valley Regional Public Transportation Coordination Plan details a series of goals and strategies for the plan. These goals and strategies were selected by the Concho Valley Regional Coordination Planning Committee (Concho Valley RCPC), and are based on identified needs, field visits, and previous discussions with stakeholders. Strategies are included here, in Chapter 7, and the priorities selected by Concho Valley RCPC are introduced in Chapter 8 – Transportation Priorities for the Concho Valley.

As the only public transit district in the region, Concho Valley Transit District (CVTD) would need to be a key partner in many of the strategies, but other local and regional partners will be relevant as well to provide administrative, staffing, and funding support.

This chapter includes the following:

- Key Coordination Premise
- Goals and Strategies: Themes and Needs
- Goals: Transportation Coordination in the Concho Valley
- Development of Strategies for the Future
- Performance Measures

Key Coordination Premise

Experience across the country in both urban and rural areas tells us that public transit is often the safest and most appropriate way to provide coordinated transit service—most human services clients and healthcare patients can ride at least one form of public transit.

Any coordination effort should start with maximizing the use of higher productivity services such as fixed-route services and fixed-schedule services (in rural areas). Efforts to improve public transportation should be fully supported by the Concho Valley RCPC, human services agencies, and public transit systems as an essential element of coordinated transportation. **This effort can free up funds to serve people with additional needs.** At the same time, the use of public paratransit services by human services transportation programs should be appropriately compensated by those agencies. Any demands placed upon public paratransit by human services agencies should include the funding/assistance necessary to support them.

Excellent public transportation is the best way to address and coordinate the majority of human services clients' transportation needs.



Goals and Strategies: Themes and Needs

This section breaks down identified transportation needs for the region into several categories of consideration—geographic location, time-related, population analysis, transportation service type, rider type, trip purposes, vehicles and capacity, marketing and outreach, technology, personnel and training, budgetary and funding, and coordination. Most of the transportation needs are in the form of service gaps or improvements to the existing services. The analysis found little in the way of service duplication (with the exception of Brady), though some coordination opportunities could help to further utilize available vehicles and connect residents to available services.

Those interested in further understanding coordination are referred to The National Academies of Science – Transit Cooperative Research Program (TCRP) Report No. 233: Guidebook for Communities to Improve Transportation to Health Care.

Basic Elements of Coordination

The basic elements of coordination in the generic sense include collaboration, coordination and consolidation:

Level of Coordination	Cost	Outcome
Collaboration		
Planning together	Low cost	First step in coordination
Marketing	Low cost	Developing a forward-facing relationship
Coordination – Operations		
Training	Reduced cost	Improved vehicle operator training
Maintenance	Reduced cost	Better quality and timeliness of repairs
Coordination - Service Design		
Different needs/services	No added cost	Most appropriate service, increased ridership
Consolidation – Service Provision and Any Other Aspects		
Let transit run transit	No added cost	Human services agencies support transit

The Concho Valley Service Area Needs

The service area consists of three basic geographic areas, all with different needs and solutions.

- **San Angelo** – A city of 100,000 people with major destinations, requiring transit services typical of larger cities (fixed route, microtransit, ADA paratransit for example). There is also a university and an Air Force base. Tom Green County would be included. Currently CVTD operates a fixed-route service that gets good ridership compared to its peers, as well as ADA paratransit. CVTD is in the process of revising the routes to reduce ride time.
- **Brady** – Of the 15 smaller cities, Brady is the only one with significant destinations that require a more robust local service (e.g., microtransit). Brady functions as an important secondary rural population center within the region and includes a broader mix of services and trip generators than many of the other surrounding rural communities, including emergency medical services, dialysis facilities, major shopping and human services organizations. Brady currently has both microtransit and demand-response service that is in the process of being revised.
- **The 12 Rural Cities and Counties** – The majority of the population in each of the rural counties centers around the small cities, although countywide service is available. Some needs can be met locally, but most healthcare and major shopping requires a trip out of the county (with the exception of Brady), and in some cases to adjacent counties that are out of the region.

Service Days and Hours

Transit service availability throughout the rural Concho Valley region is constrained by limited service spans, advance reservation requirements, and weekend availability, typical of rural areas. These limitations can create challenges for residents who need flexible transportation options for employment, medical appointments, education, shopping, and other essential trip purposes.

Most of the rural demand-response service in the region requires advance reservations to be made by 3:00 p.m. the business day before travel, limiting flexibility for same-day or spontaneous trip needs. Brady On-Demand is currently the only same-day public transportation option identified in the rural parts of the region.

Within San Angelo, CVTD fixed-route service operates Monday through Saturday, and concludes at approximately 7:30 p.m., with no Sunday service currently available. While the absence of Sunday service is common among smaller urban transit systems, it still represents a mobility gap for residents who need weekend transportation access.

Existing transit service spans may not adequately serve individuals needing transportation during late evening hours, particularly workers employed in second- or third-shift jobs and individuals attending evening educational programs. Concho Valley RCPC members specifically discussed the importance of transportation access for workers whose shifts extend beyond existing service hours, particularly after 7:30 p.m. for fixed-route services, and after 5:30 p.m. for rural demand-response services. The lack of late-night transportation service to and from the airport was also identified as a transportation gap during stakeholder discussions.

Population Analysis

Population and demographic trends throughout the Concho Valley indicate growing transportation challenges related to rural isolation, aging populations, and dispersed settlement patterns. Population growth is expected to remain concentrated in Tom Green County and the San Angelo area, while many rural counties are projected to continue experiencing population decline through 2040.

Older adults currently comprise approximately 18 percent of the regional population, with substantially higher concentrations in several rural counties including Menard, Kimble, Mason, and Coke counties. Many of these populations are more likely to depend on accessible or specialized transportation services. Approximately 2,586 households throughout the region do not have access to a personal vehicle, with the highest concentrations located within Tom Green County, Brady, and portions of Kimble County. The region also contains substantial populations of low-income residents, individuals with disabilities, veterans, and residents with limited English proficiency.

The analysis indicates that the highest concentrations of transit need are primarily located within the San Angelo urbanized area. Multiple rural counties, including McCulloch, Mason, Menard, and Kimble counties, contain consistently high concentrations of transit-dependent populations relative to their total population.

Transportation Service Type

CVTD provides both fixed-route and demand-response transportation services throughout the region, including ADA complementary paratransit service and microtransit service in Brady.

Demand-response transportation remains the primary public transportation mode for local service outside of San Angelo due to the region's low population density and dispersed travel patterns. However, the reliance on advance-reservation demand-response service can create barriers for riders needing spontaneous or time-sensitive transportation.

Trip Purposes

There do not appear to be major gaps or duplication of service for particular trip purposes in the Concho Valley region. The vast majority of human services transportation is provided by CVTD. Trip purposes include healthcare, human services, shopping, employment and other purposes.

Vehicles and Capacity

Currently there are enough vehicles of the right type to meet the needs. All vehicles are accessible. Several vehicles in the fleet have high mileage or are in poor condition, which may affect reliability, maintenance needs, and future service expansion. These vehicles should be taken off the active roster, as remote rural areas must have reliable vehicles. Driver availability, operating funding, and long travel distances in the rural service area also affect overall service capacity.

Marketing and Outreach

Awareness of available transportation services and understanding how to use them were identified as ongoing barriers throughout the region. Stakeholders discussed the need for improved marketing, communication, and transparency regarding transportation options and coordination opportunities. Low turnout at scheduled travel training sessions highlights the need to improve engagement strategies, expand travel training opportunities for individuals with disabilities, and explore alternative training formats and partnerships with travel-training providers.

Stakeholders also discussed outreach approaches that not only market services, but also gather public feedback, including transit presence at community events and continued rebranding of CVTD vehicles to improve visibility and awareness. Another marketing issue revolves around informing those at Goodfellow AFB about the service.



Technology

CVTD currently utilizes several technology platforms, including PassioGo!, Spare Software, and Token Transit, to support scheduling, dispatch, trip optimization, mobile fare payment, and real-time vehicle information. Additional opportunities may exist to further integrate technology applications across transportation services to improve trip planning, service coordination, and customer information.

Personnel and Training

Limited operational resources and staffing constraints continue to affect transportation providers throughout the region and the country. Concho Valley RCPC discussions included concerns regarding driver shortages and the need to evaluate driver wages and staffing levels to support service delivery.

Coordination

CVTD does an excellent job of coordinating services across the region. More work can be done in the area of workforce transportation needs and healthcare, along with some adjustment of the service designs.

Budgetary and Funding

Funding from local governments, NEMT, veteran services, and the federal government appears to be adequate. CVTD has been adept at securing funding for its services and facilities. Additional funding should continue to be aggressively pursued.

Goals: Transportation Coordination in the Concho Valley

This section details the six goals for improving public transit and human services/healthcare transportation and coordination in the Concho Valley region, particularly for key target populations in need of public transit and/or specialized transportation programs. The goals are described and then connected to a set of strategies, which are individually discussed later in this chapter. Along with the rest of the plan, these goals should be reviewed periodically and updated as needed by the Concho Valley RCPC.

Overarching Goal

The overarching goal sets the tone for the plan. In this case the goal is simple—more rides for more people.

Provide **more transportation service** and **increase ridership** to meet virtually all of the needs of the Concho Valley in a safe, appropriate, and cost-effective manner.

Note that continuing to improve safe service is an implied part of each goal and strategy. In addition to the TxDOT process-driven coordinated planning goals, these goals address regional needs.



Goal No. 1: Ensure the Sustainability and Effectiveness of Transportation Services in the Region

Sustainability is critical to the success of public transit and human services transportation. This goal focuses on how support for transportation programs in the region can be strengthened to continue providing existing transportation services, as well as expansions of service or new services to fill mobility gaps. Many of the strategies tied to this goal involve identifying and facilitating new funding support for transportation service.

Objectives/Strategies:

1. Identify additional local government funding contributions for operations support.
2. Continue maximizing federal and state funding from FTA, Veterans Administration, Medicaid and other sources.
    a. Operations
    b. Planning
    c. Capital
3. Private sector support – Develop a sponsorship program to secure funding from the private sector.
4. Recruit and retain drivers for both existing levels of service and new services.
5. Seek improvements to the CVTD reservations, scheduling and dispatch systems.
6. Continue to maximize coordination opportunities between transit and human services agencies.
7. Conduct a five-year transit plan for CVTD in 2028.

Goal No. 2: Existing Service – Increase/Modify Service, Improve Ridership and Regional Mobility

This goal seeks to improve the existing services through enhanced transportation service design—ensuring the right service is applied to each need—and targets needs identified in the previous chapters. The strategies within this goal would address transportation improvements for residents in several counties and cities in the region. It should be noted that after a recent transit plan, CVTD made a number of improvements including midday returns, Saturday service, and microtransit.

As stated in the Key Theme: The most appropriate coordination is often excellent public transportation, and that is a key part of this goal.

Objectives/Strategies:

1. Implement fixed-route changes based on the recent transit plan.
    a. Conduct a redesign of service in San Angelo:
        i. Use the *Concho Valley Transit District Transit Development Plan (TDP) (2022)* as a guide
        ii. Deploy microtransit in fringe areas
    b. Refine rural schedules and ensure counties are connected

Goal No. 3: New Service – Address Internal Service Gaps and Connections Outside the Service Area

This goal seeks to implement new transportation services or programs to serve places and times with no existing service as identified in the gaps analysis. Strategies outlined to meet this goal include some with implications for public transit service, and others showing needs for alternative transportation solutions. This includes travel needs for trips going outside the region.

Objectives/Strategies:

1. Expand options in the eastern part of the region:
    a. McCulloch County to Brownwood
    b. Mason County to Fredericksburg
2. Expand options in the western part of the service area:
    a. Service to the Veterans Affairs Medical Center (VA) in Big Spring as well as Midland/Odessa
3. Establish a volunteer driver program (VDP) to fill service gaps identified in the region. Volunteers have a niche—especially in helping some of the most vulnerable and during off-hours.
4. Explore vanpools into San Angelo and other destinations as appropriate.
5. Revisit out-of-area service for veterans.
6. Seek new ways to inform those at Goodfellow AFB.
7. Deploy microtransit for Angelo State University (ASU) students (after hours).

Goal No. 4: Enhance Safety and Training for all Human Services Transportation in the Region

Safety should never be compromised. As a professional transit system, CVTD can take the lead to help ensure that all agencies operating vehicle(s) adhere to a safety plan.

Objectives/Strategies:

1. CVTD training and safety program – can be adopted (at least to a minimal extent) by all human services agencies in the region.
2. CVTD can offer support training of drivers and vehicle maintenance for non-profit agencies that operate service.
3. Provide accident investigation/resolution in support of human services agencies that operate their own vehicle(s).
4. Monitor safety performance closely across the region and immediately investigate if issues are noted.

Goal No. 5: Address Barriers in Regional Transportation Coordination and Partnerships

As stated in Transit Cooperative Research Program Report No. 223: *Guidebook and Research Plan to Help Communities Improve Transportation to Health Care Services:*[1]

Improving the role of transportation for healthcare and human services access requires that the transportation and human services/healthcare sectors communicate so that each understands the perspectives of the other, as well as the actions needed to improve access. Effective communication can lead to collaboration and a partnership so that the three sectors work together to address not only each sector's objective—transportation to serve its passengers, and human services/healthcare to serve its patients—but also a shared objective to improve access to human services and healthcare.

This goal seeks to make regional coordination and partnerships related to transportation a regularly-occurring practice. Regular coordination and working together will help the region achieve the strategies and projects discussed in this plan, as well as effectively responding to future identified transportation needs and service opportunities.

Objectives/Strategies:

1. Hold quarterly meetings of the Concho Valley RCPC to facilitate implementation of goals and strategies.
2. Cultivate relationships between Concho Valley RCPC and (rural and urban) human services programs, healthcare providers, educational institutions, Goodfellow AFB and other core community destinations across the region.
3. Introduce an agency-to-agency transportation referral program to improve resident access to existing resources.
4. Increase the use of data sharing and collaboration among Concho Valley RCPC members on transportation operations, marketing, and financial data.
5. Develop one volunteer transportation program.
6. Initiate a private sector sponsorship program and develop additional innovative partnerships to identify new funding sources.

[1] Adapted to include human services transportation needs.

Goal No. 6: Increase Visibility, Awareness, and Quality of Information on Available Transportation Services

This goal addresses improvements needed in order to access information about transportation services available in the region for residents and visitors. Partners should work together to produce a high-quality transit information/referral and assistance program for residents and agencies seeking information.

Objectives/Strategies:

1. Work with community partners to share information on transportation services with their clients and customers.
    a. Establish a lead entity to maintain and support information and referral

2. Encourage paratransit riders and seniors to use the travel training program to improve access to public transit. This could also include representatives of area partners, to enhance their understanding of how to use transportation options. ASU may be able to support this program.
3. Participate in special events such as job fairs, county fairs, and community gatherings. As needed, create an event.
4. Include all public and non-profit providers' service information into the CVCOG Region 2-1-1 HHS referral database.
5. Create and share training videos and other new materials about transit services.

Update information and web links on all local government, higher education, and job training websites and make them available to the transit provider.



Development of Strategies for the Future

The following section presents:

A review of the progress on previous plan strategies
The selected strategies for the updated regional- public transportation coordination plan

Progress on 2021 Coordinated Plan Strategies

Overall, CVTD has made excellent progress on meeting the strategies of the 2021 coordinated plan. While some are ongoing, others have been completed:

- **Revise Fixed Routes** – CVTD completed a transit plan in 2022. This study produced alternative service designs and were developed for greater customer comfort, reduced travel time, and defining the most appropriate service for the need. Revisions have yet to take place.
- **Intercity Bus and Regional Service** – Intercity needs are met by Greyhound and other local/regional providers. CVTD is the Greyhound agent in San Angelo and as a result, coordination is excellent. Regional service schedules have been implemented. Some adjustments remain.
- **Passenger Amenities** – Ongoing—new shelters and benches have been placed.
- **Branding, Marketing and Advertising** – CVTD is in the process of rebranding with new paint schemes. This is also an excellent marketing tool. Advertising is being done, however, a new strategy in this plan calls for a sponsorship/partnership program to generate local revenue.
- **Systemwide Planning** – CVTD completed a systemwide plan in 2022. This plan called for scheduled services across the region (completed), microtransit in Brady (implemented but needs revisions to service). Midday and weekend rural service was also implemented.
- **Ride Quality** – Ongoing—this strategy has vehicle operators reporting issues with the streets.
- **Quality Assurance** – Ongoing—ensuring accurate reporting.
- **Centralized Dispatch** – Completed with new technology, however, concerns remain over long holds and response times.
- **In-House Maintenance/State-of-Good-Repair** – A new maintenance center is being completed.

Progress on Meeting Transit Plan Recommendations – 2022

A number of rural and urban changes were recommended. These changes were designed to improve ridership and productivity, while providing more direct service to riders, and can all be accomplished for little to no additional operating expense. This first set of recommendations are for urban and rural areas and include the following:

- **Branding the Services** – It was recommended that CVTD develop a new paint scheme, logo and branding by service. This has been completed.
- **Coordinating Urban, Rural and Medicaid Transportation Services** – CVTD has done a good job of coordinating rural and urban services as vehicles arrive in San Angelo. This continues.

Urban Recommendations

There were a variety of **low or no cost changes** designed to reduce travel time and increase ridership and customer convenience. These are summarized as follows:

- **Revisions to existing routes** – Eliminate all loop routes which extend ride time and suppress ridership. Ongoing.
    - Apply on-demand service in low ridership areas; replace Route 7 fixed route with an on-demand zone
    - Designate new and accessible bus stops – **"Transit's Front Door"**
- **Combine paratransit services** – Includes on-demand, ADA paratransit, county service and Medicaid transportation. Ongoing.
- **Procure larger medium or heavy duty vehicles** – New vehicles have been deployed.

Rural Recommendations

With the exception of McCulloch County, all of the other rural counties have very low population and very few destinations, resulting in very low ridership. Most of the service is focused on specialized medical needs in San Angelo. There are a number of **low or no cost** recommendations to increase ridership and improve service quality for riders. These include:

- **For each county, a schedule will be developed** – Completed, with ongoing fine tuning.
- **Brady**, with major destinations, can **have state-of-the-art local on-demand service**. Although in place, it is competing with other demand response in Brady. This is to be corrected.

In Summary – Planning

CVTD is a well-run rural and urban transit system, that has an appropriate level of management and generates revenue from a number of local, state and federal sources. Most appropriately, there are a number of improvements that CVTD can make, and they are capable of doing it right.

2026 Strategies for the Future

The following strategies were selected by the Concho Valley RCPC at a workshop held on September 25, 2026. The strategies were developed in a manner to ensure that they could be accomplished by CVTD and the Concho Valley RCPC, in terms of staff capabilities and commitment. These strategies are feasible and can all be accomplished by the existing participants, and in fact some of the strategies have been initiated prior to the completion of this plan. An additional consideration is funding. While most of the strategies are low or no cost, some may require additional funding.

While many of the strategies to improve mobility in the region are interrelated, they are categorized by:

1. **Organizational and Coordination Strategies**
2. **Operating Strategies for the Future**
3. **Sustainability and Financial Strategies**

1. Organizational and Coordination Strategies

The organizational strategies are, first and foremost, about communication and working together. Using this plan as a starting point, getting everyone to the table is important,. Those healthcare and human services organizations that decide not to work together at this time should be welcome to join at a future date.

In addition to human services agencies and healthcare providers, the Concho Valley RCPC may want to welcome major employers and perhaps, where appropriate, chambers of commerce. These entities often have a stake in quality public transportation. Major trip generators such as large private sector businesses, along with ASU and Goodfellow AFB, should also be engaged.

Each of these strategies will be on-going and should be implemented in the first six months of the plan. Key strategies center around ongoing communication—increased data sharing, planning and working together, as well as an information and referral service.

1.1: Maintain quarterly meetings of the Concho Valley RCPC to facilitate implementation of goals and strategies

The Concho Valley RCPC is a formalized group that meets regularly. While there are no bylaws, each stakeholder signs a letter of commitment. Stakeholders who are on the committee have informal working relationships, but there are some stakeholders that are not a regular part of the coordination meetings or discussions. Regular Concho Valley RCPC meetings will enable the coordination that is needed for other strategies in this plan to occur. The objective is to solidify the committee and meet quarterly (or more often as necessary) to ensure all appropriate parties have an opportunity for involvement.

This strategy includes the following objectives for the Concho Valley RCPC, which are the minimum expectations from TxDOT and the funding for continuation of activities:

- Meet regularly, at least quarterly.

- Include all relevant passenger transportation providers in the region, and major destinations, including:
    - CVTD
    - Private transportation providers
    - Medical transportation providers, private and non-profit
    - Human services agencies and healthcare providers
    - Work to get Shannon Health Services to the table and involved

- Include representatives from cities and counties, and cultivate improved relationships with other entities having a stake in the region, such as representatives from organizations working with key target populations—persons with disabilities, seniors, children, persons with low incomes, veterans, etc.
    - Goodfellow AFB
    - Angelo State University
    - Shannon Health
    - Veterans Administration

- Work with the private sector, including businesses that have a stake in public transit (whether for employees or customers or both). The chamber of commerce in each county should be engaged as well.

Goals Addressed:	Goal 5 – Addressing Barriers to Coordination Goal 6 – Increase Visibility and Awareness of Transit Services
Needs Addressed:	Partnering and working together on transportation efforts Coordination of marketing and data
Relative Cost:	Minimal – staff time for meetings and projects
Scope/Providers/Participants:	Concho Valley RCPC, CVTD, CVCOG, private sector
Performance Measures:	Number of meetings held Meeting attendance Number and type of organizations represented Actions accomplished

1.2: Develop a full webpage with links on all local government, higher education, and job training websites

Concho Valley RCPC should develop a fully updated webpage for the Concho Valley Regional Public Transportation Coordination Plan. Partner organizations should also have updated information on their own websites about CVTD and other service options available. CVTD and/or CVCOG can coordinate with the partner organizations on the correct information to include, then regularly confirm that online information posted on other partner websites is up-to-date.

Goals Addressed:	Goal 5 – Addressing Barriers to Coordination Goal 6 – Increase Visibility and Awareness of Transit Services
Needs Addressed:	Partnering on transportation efforts Coordination of information More/improved transportation marketing

Relative Cost:	$ – Most of this cost would be associated with staff time to develop the website and maintain it. If a group effort, the cost for each entity would be minimal.
Scope/Providers:	CVCOG, CVTD, cities, counties, local partners
Performance Measures:	Updated web pages. Kept up-to-date.

1.3: Develop One-Stop Information and Referral Program

On the webpage and via telephone, Concho Valley RCPC should develop an Information and Referral program (I and R) for all transportation needs, including information on all passenger transportation programs. The I and R will be available for everyone, including agency and healthcare representatives. All information will be available on the new coordination webpage, and during business hours by telephone or email using existing staff with support from other agencies.

Goals Addressed:	Goal 6 – Increase Visibility and Awareness of Transit Services
Needs Addressed:	Availability of information More/improved transportation marketing
Relative Cost:	$ – Most of this cost would be associated with staff time for maintaining the information in full coordination with Strategy 1.2 above. If a group effort, the cost for each entity would be minimal.
Scope/Providers:	CVCOG, CVTD, cities, counties, human services and healthcare providers, and other local partners
Performance Measures:	Updated web pages, staff support for I and R

1.4: Coordinated Operations Support

CVTD, a professionally-operated public transit system serving urban and rural areas, conducts a number of functions that would be beneficial to small non-profit providers in the region. While there are few providers (as CVTD handles much of the need), these activities are **safety related**—sharing the resources rather than duplicating them can only help. Safety programs, vehicle operator training and maintenance are all areas of operations support that would be of great benefit to the communities as well.

There are three areas where a number of levels of support can be deployed:

- **Vehicle Operator Training** – It is recommended that all vehicle operators for all entities receive appropriate training in a number of areas.
    - CVTD can offer to allow other agency vehicle operators to sit in for minimal cost
    - CVTD can offer separate training (often at a cost)
    - CVTD can provide consulting support in the development of a program

- **Maintenance** – CVTD has an in-house maintenance program. Here also are multiple levels of support.
    - Conduct a defined level of maintenance for a fee
    - Provide maintenance advice

- **Safety Program** – All transportation programs need some level of a safety program. While much smaller and less complex, CVTD can share with small human services programs.

Goals Addressed:	Goal 4 – Enhance Safety and Training
Needs Addressed:	Safety Operations and maintenance support
Relative Cost:	$ – CVTD would provide support in safety programs, maintenance and training
Scope/Providers:	CVCOG, CVTD, cities, counties, human services and healthcare providers, and other local partners
Performance Measures:	Level of training support Level of maintenance support

2. Operational Strategies

The second set of strategies addresses both changes to existing services as well as the introduction of new services. As previously stated, excellent public transit is essential for true coordination. Transit is positioned well when there are economies of scale, professional vehicle operators, and experienced management. CVTD has recently made numerous changes in the rural areas and has embraced some of the advanced service design concepts since 2023. They can now take the next step. Most of the service-related strategies focus on the San Angelo area and the human services agencies based there.

2.1: Coordination Through Advanced Service Design – San Angelo

San Angelo requires different solutions than the rest of the service area. Applying the latest service designs to needs in the city will not raise costs (unless there is service expansion).

2.1.1 Late Night Service

This service benefits commuters from retail businesses, shoppers, and with a large university and Air Force base, there may be demand for late night service until 10:30 p.m. It would be an opportunity to have citywide microtransit from 7:00 to 10:30 p.m. This type of approach using microtransit has been used with success in other cities and would suggest a lower level/cost of service by using smaller vehicles. There is also the possibility of an even later service on weekends if sponsored by the private sector.

As this service will require specific funding, its priority status will be dependent on the availability of funding.

Goals Addressed:	Goal 3 – New Service Addressing Gaps
Needs Addressed:	Service after 7:00 p.m. for students, shoppers, commuters and others Will also generate new ridership from people who couldn't use it before.
Relative Cost:	$$ – Potential funding from San Angelo and the private sector. Up to four vehicles and 12 to 15 hours of service daily, approximately $360,000 annually
Scope/Providers:	CVTD expanded service by three to four hours per night using two to four vehicles. It might be possible to get the private sector to support this (particularly retailers}.
Performance Measures:	One way trips, vehicle hours, productivity

2.1.2 San Angelo System Changes

Using the 2022 transit development plan as a guide, CVTD can make a number of changes to improve service and attract riders at little or no additional cost (unless there is service expansion). This could include eliminating long loop routes with corresponding long ride times, and deploying microtransit in the outer areas of the city and in the county.

This strategy is currently in the planning stage, using the 2022 transit development plan as a starting point. This is a top priority.

Goals Addressed:	Goal 2 – Improvements to Existing Service Goal 3 - New Service Addressing Gaps
Needs Addressed:	Service gaps in San Angelo Inefficiencies in some routes Increases ridership through more effective service
Relative Cost:	Cost neutral – Focusing on improving the existing service, using the same level of service/funding
Scope/Providers:	CVTD, San Angelo, ASU, and Tom Green County
Performance Measures:	Revised route structure, ridership, productivity, rider satisfaction

2.1.3 Serving Goodfellow AFB

Serving Goodfellow AFB is problematic due to security concerns. Needs include local service off base and service from the airport. The primary issue is to properly market the service to those stationed at the base, most of whom are there for three to six months. The vehicle currently in service is not transporting many riders, most often due to lack of knowledge. CVTD should work closely with Goodfellow to determine the best approach for informing short term residents of the transit options.

Goals Addressed:	Goal 3 – New Service Addressing Gaps
Needs Addressed:	Service gaps on the base Need for security The need for greater awareness of the service

Relative Cost:	Service is already available Low cost, simple marketing can work
Scope/Providers:	CVTD and Goodfellow AFB
Performance Measures:	A marketing approach, ridership, productivity, rider satisfaction

2.1.4 Expanded Travel Training – Emphasizing Fixed Route

Travel training is used to help persons with disabilities learn how to use fixed route where feasible. Clearly, travel training isn't for everybody and not for all trips. The decision to use fixed route versus day-in-advance demand response should be made by the rider. There is significant dependence upon accessible pathways and stops. With a low cost investment (CVTD already has the program in place), more people can make real-time trip decisions and use fixed route at a far lower cost to CVTD.

Goals Addressed:	Goal 1 – Ensure Sustainability Goal 2 – Improvements to Existing Service Goal 6 – Increase Visibility and Awareness of Transit Services
Needs Addressed:	Providing training to mainstream riders with disabilities where appropriate Sustainability by reducing demand-response costs while providing more trips
Relative Cost:	Program is in place – staff time to conduct the program Potential to reduce demand-response costs in San Angelo
Scope/Providers:	CVTD, San Angelo, human services and healthcare providers
Performance Measures:	Numbers of trainees, number of demand-response trips diverted to fixed route, additional trips

2.2: Coordination Through Advanced Service Design – Rural

As discussed previously, CVTD made significant changes in the rural service through additional round trips and Saturday service, giving riders more options for better service. The strategies addressed in this category focus on regional/out-of-area trips and service in Brady, the only small city in the region that can support microtransit.



2.2.1: Regional Service Changes

In response to the 2022 transit plan, CVTD set up new schedules of regional and rural local service. Midday service was initiated to give riders more options and improve their experience (not having to wait seven or eight hours to go home from a shopping trip for example).

The strategies here revolve around service to an adjacent county that is outside the region. The counties with the most need of service are Mason to Fredericksburg for healthcare and shopping (70 miles closer than San Angelo) and McCulloch County to Brownwood for healthcare and some shopping.

Changes include:

- **Continue refining schedules** – To be done at least semiannually based on need. Continued cooperation from healthcare and dialysis clinics is essential.

- **Provide regular scheduled service from Mason County to Fredericksburg** – This could be once or more per week or bi-weekly, and would replace the service to San Angelo on that day. There

would be zero added cost, and since the trips wouldn't take as long, it could actually reduce costs while increasing ridership. This could also include periodic trips to the VA hospital in Kerrville.

- **Provide regular scheduled service McCulloch County to Brownwood** – This could be bi-weekly or monthly and would replace the service to San Angelo on that day. There would be zero added cost, and since the trips wouldn't take as long, it could reduce costs and increase ridership.

- **Western counties may prefer Big Spring (VA), Midland and Odessa** – While the demand is not nearly as high as in the eastern counties, there may be some need from the western edge of the region. This could include one or two trips per month as needed to substitute for runs to San Angelo, and at no added cost.

Goals Addressed:	Goal 2 – Improvements to Existing Service Goal 3 – New Service Addressing Gaps
Needs Addressed:	Out-of-county healthcare and shopping needs
Relative Cost:	Cost Reduction – This would simply change the destination on certain days and lower costs due to less than one-half the mileage and time
Scope/Providers:	CVTD, cities, counties, local partners
Performance Measures:	Ridership and productivity

2.2.2: Coordinate Demand Response and Microtransit in Brady

CVTD initiated a microtransit service in Brady over the past two years, allowing riders to book a trip 30 minutes before departure. At the same time, CVTD continued to operate its day-in-advance demand-response service. The fare differential was significant—$4 one way for microtransit and free for day-in-advance, even though both services cost virtually the same. This causes the two services to **compete** with each other, and the winner is usually the free service.

This strategy seeks to coordinate the vehicles, ensuring that seniors continue to receive the service to the senior center as they are accustomed. In addition, seniors and anyone else will have the opportunity to go shopping, to a restaurant, healthcare or anywhere else in the city with a 30-minute notice.

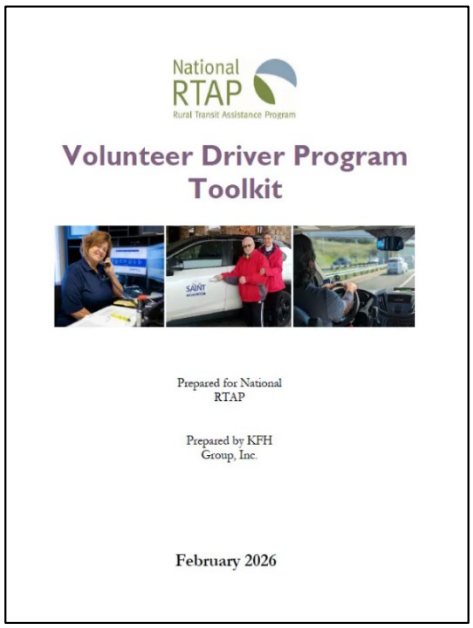
A. Fare policy consistency: In rural and smaller urban transit, fares generate very little revenue, often less than one percent. However, fares have another function—its influence on rider choice. For example, the current fare policy in Brady encourages the use of the free day-in-advance service rather than spend $8 round trip on microtransit. Again, these services cost virtually the same to operate.

B. Coordinate services: There are simple ways to ensure that the seniors get their service and microtransit can serve all other trips using the same vehicles. During the times when the vehicle is needed for its senior center service, it can be taken out of microtransit mode.

Goals Addressed:	Goal 2 – Improvements to Existing Service
Needs Addressed:	Coordinating the two competing services in Brady and turning into one service, convenient for all.
Relative Cost:	Cost Neutral – Simply modifying how the vehicles operate
Scope/Providers:	CVTD, Brady, and Brady Senior Center
Performance Measures:	Ridership and productivity increases

2.3 Establish a Volunteer Driver Program to Fill Service Gaps Identified in the Region

Volunteer Driver Programs (VDPs) are a means for rural transportation agencies and human services transportation to connect residents to drivers for various trip needs. Often these programs target older adults who can no longer drive themselves, while volunteer drivers can range from part-time employees to retirees who still drive. VDPs typically have volunteers using their own vehicles, while the administrative organization handles funding and arranges trips for the riders.



Volunteer Driver Programs require significant work to recruit volunteers, riders, and supporters. CVCOG, CVTD, or another local partner organization could start a VDP to help provide trips in the region at times when other transportation services are not available. National RTAP recently published an updated Volunteer Driver Program Toolkit which provides helpful guidance on establishing the program parameters and driver pool, day-to-day operations, maintaining records, and case study examples of VDPs in the US.

Goal Addressed:	Goal 3 – Address Service Gaps
Needs Addressed:	Service gaps for frail riders Can serve veterans
Relative Cost:	$$ – A robust volunteer program will require at least one full time person – Volunteer Coordinator, and support from partners
Scope/Providers:	CVCOG, CVTD, human services agencies and healthcare providers
Performance Measures:	Program establishment Number of trips served Number of volunteer drivers

3. Sustainability and Financial Coordination

Sustainability is essential to transit as it is to any business. CVTD has had significant success in securing diverse funding in the past. Over the past five to 10 years, CVTD has secured funding from a wide variety of sources. The strategies for sustainability include ensuring that those strategies continue. In addition, the study team introduces a private sector sponsorship program that has the potential to bring in new sources of local support.

3.1 Continue Seeking Traditional and Non-traditional Government Revenue Sources

CVTD has done a good job in securing funding for a variety of needs, most recently through a VA grant. The multi-modal center and the new maintenance facility are examples of CVTD's expertise at securing needed funding. This strategy calls for maximizing:

- FTA, TxDOT and other federal/state transit operating and capital funding
- NEMT – expand where possible without undercharging
- Continue to use the TxDOT technical assistance program
- Seek new VA funding

Goal Addressed:	Goal 1 – Ensure Sustainability
Needs Addressed:	Basic federal funds New federal and state sources Seeking private sector and other local funding
Relative Cost:	Will generate revenue
Scope/Providers:	CVCOG, CVTD, cities, counties, local partners
Performance Measures:	Numbers of funding sources, funds secured

3.2 Sponsorship/Partnership Programs: More than Advertising

Transit has a long history of providing advertising on and in buses for additional revenue. Many systems have engaged in advertising over the years, but a sponsorship program is more than simply advertising. Instead of the usual selling of just one form of advertising, CVTD should sell sponsorship packages. Since sponsorship and advertising funds are an important source of local funding, this program can help expand the service. Details of this program can be found in Attachment 7-1 to this chapter.

This is a potential source of revenue for CVTD in the future. Large corporations have been known to participate in sponsorship programs, and these companies (such as Walmart) typically have far more money than all the cities and counties in the service area combined. This activity should be implemented at the end of the rebranding with new vehicles in the new paint scheme. Potential sponsors want to be associated with a first-class service in which the community can take pride.

3.2.1 Funding Potential

With an aggressive and professional sales approach, this program has the potential to generate significant unencumbered cash for the organization. The are a number of ways to attract sponsors, up to and including partial bus wraps. These vehicles can generate more than $500 - $1,000 per month per vehicle (after expenses). Assuming 10 vehicles are wrapped, this approach can generate $60,000 to $120,000 per year in revenue. Additional sponsorships can generate approximately $10,000 per year for an annual net revenue of $70,000.

Goal Addressed:	Goal 1 – Ensure Sustainability
Needs Addressed:	Securing valuable local funds that can be used as match More/improved transportation marketing
Relative Cost:	It will generate significant revenue Requires staff and partner support
Scope/Providers:	CVCOG, CVTD, cities, counties, local partners
Performance Measures:	Funds generated, number of partners and sponsors generated

3.3 San Angelo: Fare Incentives/Disincentives

While the system is in part fare-free, the funds secured through fares are minimal (typical of systems the size of CVTD). Fares have little effect on funding the service, generating only one to two percent of the revenue that is typically needed. However, fares can help guide riders to the most appropriate service. For example, if CVTD's San Angelo service has free fare for the more expensive demand response, but charges a fare for the much lower cost fixed route, it will result in maximizing expensive demand response and minimizing fixed route, driving costs up over 50 percent for that service. If fixed route were free and demand response had a fare, more riders would be interested in fixed route.

Goal Addressed:	Goal 1 - Ensure Sustainability
Needs Addressed:	Can move people off more expensive services as appropriate
Relative Cost:	Neutral, could reduce costs by shifting from expensive paratransit to fixed route
Scope/Providers:	CVTD, local partners
Performance Measures:	Changes in fares, ridership

3.4 Marketing and Branding

CVTD has done an excellent job in rebranding the vehicles and transforming from a system for "seniors and people with disabilities" to a full-scale public transit service that stretches across over 180 miles.

Enhanced marketing should be used to ensure the message is heard in all corners of the system and that the message is relevant to them. The study team heard from a number of sources that there was a lack of awareness of the services available. While CVTD has improved its website and brochure, more work can be done:

1. Continue branding vehicles.
2. Continue to upgrade the website and brochures with up-to-date information.
3. Develop accurate schedules with definitive times of arrival and departure for each community in the service area to each major destination, including areas outside the region.

4. Regularly visit senior centers, human services agencies, local clinics and hospitals, as well as participating in local special events (county fairs for example).

5. Regularly brief county judges and commissioners (can be done at CVCOG meetings).

Goal Addressed:	Goal 6 – Increase Visibility and Awareness of Transit Services
Needs Addressed:	Availability of information Continue branding efforts More/improved transportation marketing
Relative Cost:	Staff time and some advertising.
Scope/Providers:	CVTD, CVCOG, cities, counties, local partners
Performance Measures:	Branded vehicles, updated website, visits to senior centers, commissioners' courts, special events, and other agencies and functions



Performance Measures

Performance measurement is needed to track progress of the strategy achievement and confirm whether the strategy/project has been completed. Each strategy has at least one associated performance measure suggested to note its progress. Some of these measures should be collected on an ongoing basis depending on their context (e.g., daily, weekly or monthly), while others will be noted at key milestones for the effort between partners.

As the tracking of data can be expensive, CVTD and Concho Valley RCPC should select what is most meaningful at a minimum to be tracked. The following information should be tracked regularly:

- One-way trips (i.e., unlinked passenger trips)
- Vehicle hours
- Vehicle miles
- Operational costs
- Accidents/incidents
- No-shows (for demand response)
- Missed trips (for demand response)
- Road calls/breakdowns
- Complaints/compliments

Performance metrics that are key to assessing transit performance beyond basic data include:

- Passenger Trips per Vehicle-Hour – This measure is equivalent to productivity and is the most critical performance measure (excluding safety) for transit performance. Productivity drives operating cost per trip, and ultimately, overall costs for the transportation program.

- Operating Cost per Vehicle-Hour – This is an important unit of cost that reflects the cost to operate one vehicle for one hour. This cost measure should not fluctuate significantly from month-to-month unless a large one-time payment is made. Additionally, the cost measure should not fluctuate significantly from year-to-year, unless costs such as fuel, insurance or other costs increase.

- Operating Cost per Vehicle-Mile – This is a similar unit of cost to the previous metric, instead reflecting the cost to operate one vehicle for one mile. Again, this cost measure should not fluctuate very much over time.

- Operating Cost per Passenger Trip – This cost measure is partially a reflection of operating cost per hour but is most affected by system productivity.

- Safety Incidents per 100,000 Vehicle-Miles – This measure provides a key indicator about how frequently incidents are occurring compared to the volume of service. The measure can be tracked separately for incidents, accidents and other problems.

- On-Time Performance – This measure is the percentage of trips that are on time compared to all completed trips.
- Miles per Hour and Average Trip Length – These measures help test the accuracy of other performance measures. Monthly fluctuations of more than a few percentage points should be investigated, verified and explained. If fluctuations occur, the metric(s) should be tracked daily until the problem is resolved.

There are also a number of performance metrics spelled out for each strategy and for the most part are self-explanatory. Each of the relevant metrics should be tracked for their selected strategies by the lead agency (CVCOG or CVTD) and/or the lead partner involved in the transportation service/program for the given strategy.

Sponsorship Programs – More than Advertising

Transit has a long history of providing advertising both on and in buses for additional revenue. Many systems have engaged in advertising over the years, but a sponsorship program is more than simply advertising. Instead of the usual selling of just one form of advertising, CVTD should sell sponsorship packages. Since sponsorship and advertising dollars are an important source of local funding, this program can help expand the service. Walmart and HEB, for example, have been known to support transit to their stores, creating a win-win for CVTD and the retailers.

This is a potential source of revenue for CVTD in the future. Large corporations have been known to participate in sponsorship programs and typically these companies (such as Walmart) have far more money than all the cities and counties in the service area combined.

This activity should be implemented at the end of the rebranding with new vehicles in the new paint scheme and the new name. Potential sponsors want to be associated with a first class service in which the community can take pride.

Identifying the Service

As discussed above, the program is designed to sell a service to both public and private sponsors. Additional services for sale can include (but should not be limited to):

1. Sponsorship services at any level

    a. Recognized as a sponsor on CVTD How To Ride Guide (system map and schedule)
    b. "Sponsored by....." on all system literature and advertising
    c. Decal on side or back of the bus
    d. Dedicated shuttle
    e. Special promotions sponsorship

2. Higher level sponsorship services

a. Company logo on CVTD maps and brochures
b. Placing of a shelter for customers and/or employees
c. Placing of a stop conducive to customers and/or employees – this could include going into a parking lot and stopping next to the facility
d. Route named for sponsor
e. Bus wrap

If properly packaged, these services have considerable value to businesses such as:

1. **Large retailers** – Walmart, Target, HEB and others; supermarkets are excellent examples, malls and big box stores are others.
2. **Hospitals** – As well as other healthcare facilities
3. **Large local-based corporations** – Are there any large corporations based in the area?
4. **Small local-based companies** – Any local company can participate at a number of levels
5. **Fast food restaurants** – Wrapped buses are popular with some of the largest chains
6. **Television, radio stations, and local newspapers** – There are opportunities with these organizations; they can give CVTD valuable advertising

Develop Sponsorship Levels and Packages

After determining what will be for sale, the following activities should be accomplished:

1. **Price the items** – Attach a value to each item for sale. Check with firms that wrap buses to determine the cost of a wrap. Items should be priced competitively with similar types of advertisements, such as billboards, and television and radio advertising. Think big! Both large and small firms should have opportunities. Set up multi-year packages for semi-permanent advertising such as bus wraps, shelter and bench signs.

2. **Develop sponsorship packages** – After pricing the various services to be provided, CVTD should put them in sponsorship packages to maximize revenue. Each level of sponsorship should have a name to it. For example, gold, silver, and bronze. Examples can include:

   - ***High-End Sponsor (Five-Star, Platinum, etc.)*** – The value of these services is significant. High-end services should only go to those sponsors willing to pay over, for example, $10,000 per year (with three-year contracts). Packages can be combined based on the needs of the customer/sponsor. These high-end services include bus wraps, a shelter in front of the facility, or with advertising, an inter-county route named after the sponsor (e.g., Mall route, Hospital route, or College route) along with their logo on the CVTD map. Each of these services should be worth up to $10,000 per year, and more if they are combined.

   - ***Mid-Level Sponsor*** – These sponsors should have access to a variety of packages that include advertising on a shelter(s), bench(s), and internal advertising. A decal on the back of the bus, and their name in the riders guide are also available. Other opportunities can include sponsorship of special promotions.

- ***Entry-Level Sponsor*** – Small local sponsors have a place in sponsorship as well. Packages can include advertising on benches, and internal advertising. Certain special promotions should be priced for the entry-level sponsor, and recognition as a sponsor should be on promotional material.

Sponsorship Implementation Tasks

Create promotional material – Develop materials to sell the sponsorships. The materials should be of high quality.

Recruit supporters – Community and political leaders can be recruited to help sell the packages. Attempt to get local media outlets to assist.

Sell sponsorships – After all of the preparation has been completed, sales can be initiated. Both large and small sponsors should be sought. For larger firms, first attempts should be with local contacts. If attempts with large firms fail at the local level, contact regional or corporate offices.

Limits on Advertising

CVTD should set up standards for advertising on CVTD transit vehicles. Advertising should be tasteful, within the normal bounds of advertising that is acceptable in the community. It is recommended that CVTD refuse any advertising of a political, religious, or adult-oriented content or intent. This will only cause controversy where none is wanted.

Advertising should be of a quality design and application. All advertising should meet quality standards developed through CVT. It should be professionally designed and installed, and it must look good.

Funding Potential

With an aggressive and professional sales approach, this program has the potential to generate significant unencumbered cash for the organization. The vehicles serving as rolling billboards can generate more than $500 per month per vehicle (after expenses). Assuming 10 vehicles are wrapped, this approach can generate $60,000 per year in revenue. Additional sponsorships can generate approximately $10,000 per year for an annual net revenue of $70,000.

Chapter 8
Coordinated Plan Priorities

This chapter of the plan sets the priorities for the strategies developed in Chapter 7. The priorities are based on a number of factors. Fortunately, with much of the service functioning effectively and with the relatively simple service area, there are few conflicts regarding priorities.

This chapter of the Concho Valley Regional Public Transportation Coordination Plan provides a complete picture of the priorities for the goals and strategies for the Concho Valley region to address the identified unmet transportation needs. The confirmation, revision, and prioritization of these strategies occurred at Workshop No. 2 with the Concho Valley Regional Coordination Planning Committee (Concho Valley RCPC) on September 25, 2026.

Setting of Priorities

The priorities were determined based on a number of factors. These include, but are not limited to:

1. **Ongoing Collaboration** – These strategies are ongoing and should start first.
2. **The Impact on the Community** – This factor considers the relative value of the strategy to the community, with an emphasis on 5310 needs.
3. **Willingness and Ability to Implement** – This looks at the capabilities of Concho Valley RCPC members to complete the tasks.
4. **Funding Availability** – Funding is always a key consideration, and for some projects additional funding is essential. Does it leverage funds? If funding is not available at this time, these strategies become a lower priority by default.

Four Types of Priorities

In terms of priorities, there are four types of strategies that help determine the priorities. Based on the strategies presented and discussions at the workshop, the following priorities were set:

1. **Ongoing Collaboration Strategies** – These are all low-cost collaborations that should start as soon as the Concho Valley RCPC members agree to work together, including continuing to meet as the Concho Valley RCPC, developing and maintaining a website, travel training, I and R, and other functions.
    a. Strategy 1.1 Concho Valley RCPC – Continuing and strengthening partnerships
    b. Strategy 1.2 Website – Working together to develop the website and links

c. Strategy 1.3 Information and referral – An offshoot of the first two strategies
d. Strategy 1.4 Support – Training, safety and maintenance
e. Strategy 2.1.4 Travel Training – Continue this training
f. Strategy 3.1 Sustainability – Government funding
g. Strategy 3.2 Sponsorship – Private sector funding
h. Strategy 3.4 Marketing/Branding – Continuing

2. **In Progress** – These strategies have already started and are priorities.

a. Strategy 2.1.2 San Angelo Route Changes – This is currently being planned
b. Strategy 2.2.2 Microtransit in Brady – Simple modifications

3. **Low/No Cost Strategies** – These strategies will help riders and improve the service. These strategies can start soon, but it may be wise to start these after the In Progress strategies (above) are in place to ensure staff is not overwhelmed.

a. Strategy 2.2.1 Regional and Out-of-Region Service – Regular service
b. Strategy 2.1.3 Information to Goodfellow AFB – Communication
c. Strategy 3.3 Fare changes – Requires careful consideration

4. **Strategies Requiring Funding** – Currently there is no funding for these strategies, placing them lower on priority scale.

a. Strategy 2.1.1 Night service
b. Strategy 2.3 Volunteer program

Table 8-1 presents a list of the strategies for each goal. The table includes the goal name (and identifying number), objective/strategies, scope/partners to be involved, the category type for the strategy, unmet transportation needs that would be addressed, and the relative cost (on a scale from low to high).

Table 8-2 details the timeline for implementation of the strategies, prioritizing the strategies based on the above characteristics. Clearly, the ongoing collaboration (No. 1) and the in-progress strategies (No. 2) will be first steps. Once the in-progress tasks have progressed, the Concho Valley RCPC can start on the low-cost strategies (No. 3). The lowest priority are those strategies that do not have funding at this time. While the Concho Valley RCPC should be working on securing funding (Strategies 3.1 and 3.2), these strategies can elevate in priority when funding becomes available.

Ensuring Flexibility

Plans are flexible documents that can change as circumstances change. The Concho Valley RCPC should regularly (semi-annually) review the progress and priorities of the plan, as they can shift as necessary over time. Additional new priorities may be introduced based on needs and funding.

Table 8-1: List of Strategies

Goal #	Goal	Strategy	Needs Addressed	Priority Level	Relative Cost	Partners
1	Ensure the sustainability and effectiveness of the transportation services in the region	Strategy 3.1: Continue Seeking Traditional and Non-Traditional Government Revenue Sources	Continuity of funding	High	Low	CVTD, CVCOG and Concho Valley RCPC
		Strategy 3.2: Sponsorship and Partnerships	Continuity of funding	High	Low	CVTD, CVCOG and Concho Valley RCPC
		Strategy 3.3: Fare Incentives/Disincentives	Maximizing use of less expensive fixed route to increase ridership	Mid	Low	CVTD and CVRCTPC
		Strategy 2.1.4: Expanded Travel Training	Maximizing the use of fixed route	Mid	Low	CVTD, Concho Valley RCPC and other local partners in San Angelo
2	Improvements to Existing Service	Strategy 2.1.2: San Angelo Changes	Revise routes to serve the community more effectively – currently in progress and will increase ridership and productivity	High	Low	CVTD and Concho Valley RCPC
		Strategy 2.2.1: Regional Changes	Service to Fredericksburg, Brownwood and other cities	High	May reduce costs	CVTD and rural partners
		Strategy 2.2.2: Coordinate Microtransit in Brady	Eliminate competition between two Services	High	No cost	CVTD
3	Addressing Service Gaps	Strategy 2.1.1: Late Night Service	Serve employees, students and shoppers	Low	High	CVTD, ASU and Concho Valley RCPC
		Strategy 2.1.3: Serving Goodfellow	Getting information to the community	Mid	Low	CVTD and Goodfellow AFB
		Strategy 2.3: Volunteer Driver Program	Meeting the needs of those that may need a little more help, or can't use paratransit	Low	Mid	Concho Valley RCPC and CVTD

Goal #	Goal	Strategy	Needs Addressed	Priority Level	Relative Cost	Partners
4	Enhance Safety and Training	Strategy 1.4: Coordinated Operations Support	Ensuring safety of all human services and healthcare programs	Mid	Low	CVTD, Concho Valley RCPC and local partners
5	Address Barriers to Coordination	Strategy 1.1: Concho Valley RCPC - Regular Meetings	Addressing barriers to coordination	High	Low	Concho Valley RCPC
6	Increase Awareness of Transportation	Strategy 1.3: I and R Center	Increase access to information	Mid	Low	Concho Valley RCPC
		Strategy 3.4: Marketing and Branding	Continuing an awareness campaign and ensuring potential riders, human services agencies, healthcare and local governments are aware	High	Low	Concho Valley RCPC, CVTD

Table 8-2: Timeline for Implementation

	Year 1					Year 2				Year 3			
Quarters from Start Date	*0*	*1*	*2*	*3*	*4*	*1*	*2*	*3*	*4*	*1*	*2*	*3*	*4*
1. Ongoing priorities													
a. CVTAC 1.1													
b. Website 1.2													
c. I and R 1.3													
d. Support 1.4													
e. Expanded Travel Training 2.1.4													
f. Sustainability Seeking Government Funding 3.1													
g. Sponsorship 3.2													
h. Marketing/Branding 3.4													
2. In Progress													
a. San Angelo Route Changes 2.1.2													
b. Microtransit in Brady 2.2.2													
3. Low/no cost strategies													
a. Regional and Out of Region Service 2.2.1													
b. Information to Goodfellow 2.1.3													
c. Fare changes 3.3													
4. Strategies requiring funding													
a. Night service 2.1.1													
b. Volunteer program 2.3													

Ongoing work

Appendix A

Community Surveys

Concho Valley Community Survey

Concho Valley Council of Governments (CVCOG) along with the Regional Coordination Committee are updating the Concho Valley Regional Public Transportation Coordination Plan. We would appreciate your help in improving transportation services available in the Concho Valley region. **Please take 10 minutes to fill out this survey - tell us about your travel needs and what transit improvements you would like to see.** You can fill out this paper survey and provide it to CVCOG or your local supporting organization. You can also go online to fill out the survey using the QR code or this link https://www.surveymonkey.com/r/ConchoCommunity. Thank you for your support!

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1. What is your **primary** mode of transportation?

- ❑ Concho Valley Transit (CVT)
- ❑ Brady On-Demand
- ❑ Car – drive myself
- ❑ Vanpools or Carpools
- ❑ Ride from family/friends
- ❑ Bicycle/Scooter
- ❑ Walk
- ❑ Taxi/Uber/Lyft
- ❑ Other: _____

2. What places are your primary destinations for travel (business or place names)?

_____

3. What are **other** modes of transportation you use for travel in the Concho Valley region? *(check all that apply)*

- ❑ CVT
- ❑ Brady On-Demand
- ❑ Car – drive myself
- ❑ Vanpools or Carpools
- ❑ Ride from family/friends
- ❑ Bicycle/Scooter
- ❑ Walk
- ❑ Taxi/Uber/Lyft
- ❑ Medical transportation
- ❑ Senior center transportation
- ❑ Transportation by program provider_____
- ❑ Other: _____

4. Do you have a driver's license? ❑ Yes ❑ No

5. Do you have a car available on a regular basis? ❑ Yes ❑ No

6. What is your overall impression of Concho Valley Transit services?

❑ Very Positive ❑ Somewhat Positive ❑ Somewhat Negative ❑ Very Negative ❑ Not aware of CVT services

7. Do you use CVT services? ❑ Yes ❑ No (**If no, skip to question #13)**

8. Which of the following CVT service options do you use, and how often do you use it?

	2-3 times per week or more	Once a week	A few times per month	About once a month	Less than once a month	I do not use this service
CVT Fixed-Route (San Angelo)	☐	☐	☐	☐	☐	☐
Brady On-Demand	☐	☐	☐	☐	☐	☐
CVT Rural Routes	☐	☐	☐	☐	☐	☐
CVT ADA Paratransit	☐	☐	☐	☐	☐	☐

9. What are the main reasons for your CVT trips? *Please check all that apply:*

❑ Medical
❑ School
❑ Government Service Agency
❑ Work
❑ Personal Business
❑ Social/Recreational
❑ Shopping
❑ Attend Senior Center
❑ Other: _____

10. Are you able to get to your primary destinations using CVT services? ❑ Yes ❑ No

11. Are you able to reserve all the CVT ADA Paratransit or Demand & Response trips that you need?

❑ Yes ❑ No

❑ I do not use CVT ADA Paratransit or Demand Response services.

12. How would you rate CVT on a scale from one to five, with five being excellent?

	1	2	3	4	5
Drivers	☐	☐	☐	☐	☐
Vehicles	☐	☐	☐	☐	☐
Service Hours	☐	☐	☐	☐	☐
Reliability	☐	☐	☐	☐	☐
Availability of Transit Information	☐	☐	☐	☐	☐
Safety/Security	☐	☐	☐	☐	☐
Complaint Resolution	☐	☐	☐	☐	☐
Fare Price/Payment Options	☐	☐	☐	☐	☐

13. Is there anywhere you would like to travel (business or place names) but cannot due to a lack of a vehicle or available transportation services? *Please specify where.*

_____

14. If you **do not** use CVT, please indicate why not:

- ❑ I prefer to drive or get a ride
- ❑ Service does not run early/late enough
- ❑ No service is available near my home/work/school
- ❑ Public transit services are unreliable
- ❑ I am unaware of how to use the CVT service
- ❑ Other: _____

15. If you **do not** use CVT, could certain improvements attract you to using the services? **(if no, skip the following question)** ❑ Yes ❑ No

16. If yes, which of these improvements would help you use CVT services?

- ❑ Expanded transit service for older adults and people with disabilities
- ❑ More convenient, frequent service
- ❑ Infrastructure improvements such as bus stops, pathway improvements, or traffic signal improvements
- ❑ Expanded weekend service
- ❑ Service in my neighborhood (where is that? _____)
- ❑ Other improvements (please be as specific as possible) _____

17. Do you have other comments to add? _____

_____

18. What is your home zip code? _____

19. Please indicate your age ❑ 17 or under ❑ 18-24 ❑ 25-49 ❑ 50-64 ❑ 65 or older

20. How would you prefer to receive information about Concho Valley Transit's services? *Please check all that apply:*

- ❑ Website
- ❑ Radio
- ❑ Social Media
- ❑ Brochures/Posters
- ❑ Email_____
- ❑ Other: _____

21. Which of the following best describes your current employment status? (You may check more than one.)

- ❑ Employed, full-time
- ❑ Employed, part-time
- ❑ Student, full-time
- ❑ Student, part-time
- ❑ Retired
- ❑ Stay at home spouse
- ❑ Unemployed
- ❑ Other _____

22. What is your annual household income?

- ❑ $20,000 or less
- ❑ $21,000 - $40,000
- ❑ $41,000 - $60,000
- ❑ $61,000 - $80,000
- ❑ $81,000 - $100,000
- ❑ More than $100,000

23. Do you have a disability? ❑ Yes ❑ No

24. If yes, do you use a wheelchair? ❑ Yes ❑ No

25. Are you a veteran? ❑ Yes ❑ No

Encuesta para la comunidad de Concho Valley

El Consejo de Gobierno de Concho Valley (CVCOG) junto con el Comité de Coordinación Regional está actualizando el Plan de coordinación de transporte público regional de Concho Valley. Agradeceríamos su colaboración para mejorar los servicios de transporte disponibles en la región de Concho Valley. **Por favor, dedique 10 minutos para completar esta encuesta y contarnos acerca de sus necesidades de traslado y las mejoras en el transporte que le gustaría ver.** Puede completar esta encuesta en papel y entregarla a CVCOG o a su organización local de apoyo. También puede acceder a la encuesta en línea utilizando el código QR https://www.surveymonkey.com/r/ConchoCommunity. ¡Gracias por su apoyo!

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1. ¿Cuál es su **principal** medio de transporte?

- ❑ Concho Valley Transit (CVT)
- ❑ Brady On-Demand
- ❑ Automóvil – conduzco yo mismo(a)
- ❑ Transporte compartido en camioneta (vanpool) o auto compartido (carpool)
- ❑ Traslado por parte de familiares o amigos
- ❑ Bicicleta / patinete
- ❑ A pie
- ❑ Taxi/Uber/Lyft
- ❑ Otro: _____

2. ¿Cuáles son sus principales destinos de viaje (por motivos laborales o nombres de lugares)?

_____

3. ¿Qué **otros** medios de transporte utiliza para desplazarse dentro de la región de Concho Valley? (Marque todas las opciones que correspondan)

- ❑ CVT
- ❑ Brady On-Demand
- ❑ Automóvil – conduzco yo mismo(a)
- ❑ Transporte compartido en camioneta (vanpool) o auto compartido (carpool)
- ❑ Traslado por parte de familiares o amigos
- ❑ Bicicleta / patinete
- ❑ A pie
- ❑ Taxi/Uber/Lyft
- ❑ Transporte médico
- ❑ Transporte proporcionado por un centro para personas mayores
- ❑ Transporte brindado por el programa o entidad proveedora_____
- ❑ Otro: _____

4. ¿Tiene licencia de conducir? ❑ Sí ❑ No

5. ¿Dispone de un automóvil de forma habitual? ❑ Sí ❑ No

6. ¿Cuál es su impresión general sobre los servicios de transporte de Concho Valley?

- ❑ Muy positiva ❑ Algo positiva ❑ Algo negativa ❑ Muy negativa
- ❑ No conoce el servicio de transporte público de CVT

7. ¿Utiliza los servicios de CVT? ❑ Sí ❑ No **(en caso negativo, pase a la pregunta n.º 13)**

8. ¿Cuál de las opciones de servicios de CVT usa y cuán a menudo lo hace?

	De 2 a 3 veces por semana o más	Una vez a la semana	Algunas veces al mes	Alrededor de una vez al mes	Menos de una vez al mes	No uso este servicio
Ruta fija de CVT (San Angelo)	☐	☐	☐	☐	☐	☐
Brady On-Demand	☐	☐	☐	☐	☐	☐
Rutas rurales de CVT	☐	☐	☐	☐	☐	☐
ADA Paratransit de CVT	☐	☐	☐	☐	☐	☐

9. ¿Cuáles son los principales motivos de sus viajes en CVT? *Marque todas las opciones que correspondan:*

❑ Médicos
❑ Escolares
❑ Agencia de servicios gubernamentales
❑ Laborales
❑ Asuntos personales
❑ Sociales/Recreativos
❑ Compras
❑ Asistencia al centro para personas mayores
❑ Otro: _____

10. ¿Puede llegar a sus destinos principales utilizando el servicio de CVT? ❑ Sí ❑ No

11. ¿Puede reservar todos los viajes de Demand & Response o ADA Paratransit de CVT que necesita?

❑ Sí ❑ No

❑ No utilizo los servicios de Demand & Response o ADA Paratransit de CVT.

12. ¿Cómo calificaría el servicio de CVT en una escala del uno al cinco, siendo cinco la calificación más alta (excelente)?

	1	2	3	4	5
Conductores	☐	☐	☐	☐	☐
Vehículos	☐	☐	☐	☐	☐
Horarios del servicio	☐	☐	☐	☐	☐
Confiabilidad	☐	☐	☐	☐	☐
Disponibilidad de información sobre el transporte	☐	☐	☐	☐	☐
Seguridad / Protección	☐	☐	☐	☐	☐
Resolución de quejas	☐	☐	☐	☐	☐
Precio de la tarifa / Opciones de pago	☐	☐	☐	☐	☐

13. ¿Hay algún lugar al que le gustaría viajar (por ejemplo, un negocio o establecimiento específico), pero no puede hacerlo debido a la falta de un vehículo o de servicios de transporte disponibles? *Por favor, especifique el lugar.*

_____

14. Si usted **no** utiliza CVT, indique el motivo:

- ❑ Prefiero conducir o que alguien me lleve
- ❑ El servicio no opera lo suficientemente temprano o tarde
- ❑ No hay servicio disponible cerca de mi hogar, trabajo o escuela
- ❑ Los servicios de transporte no son confiables
- ❑ No sé cómo utilizar el servicio de CVT
- ❑ Otro: _____

15. Si actualmente **no** utiliza CVT, ¿cree que ciertas mejoras podrían motivarlo a usar el servicio? **(si su respuesta es "no", omita la siguiente pregunta**) ❑ Sí ❑ No

16. En caso afirmativo, ¿cuáles de las siguientes mejoras le ayudarían a utilizar los servicios de CVT?

- ❑ Ampliación del servicio de transporte para personas mayores y con discapacidades
- ❑ Servicio más conveniente y frecuente
- ❑ Mejoras en la infraestructura, como paradas de autobús, senderos peatonales o semáforos
- ❑ Ampliación del servicio durante los fines de semana
- ❑ Servicio en mi vecindario (¿dónde se encuentra?) _____)
- ❑ Otras mejoras (sea lo más específico posible) _____

17. ¿Tiene algún comentario para agregar? _____

_____

18. ¿Cuál es el código postal de su localidad? _____

19. Indique su edad ❑ 17 o menor ❑ 18-24 ❑ 25-49 ❑ 50-64 ❑ 65 o mayor

20. ¿De qué manera preferiría recibir información sobre los servicios de transporte público de Concho Valley Transit? *Marque todas las opciones que correspondan:*

- ❑ Internet
- ❑ Radio
- ❑ Redes sociales
- ❑ Folletos/Carteles
- ❑ Correo electrónico_____
- ❑ Otro: _____

21. ¿Cuál de las siguientes opciones describe mejor su situación laboral actual? (Puede marcar más de una opción).

- ❑ Empleado(a), a tiempo completo
- ❑ Empleado(a), a tiempo parcial
- ❑ Estudiante, a tiempo completo
- ❑ Estudiante, a tiempo parcial
- ❑ Jubilado(a)
- ❑ Ama de casa
- ❑ Desempleado(a)
- ❑ Otro _____

22. ¿Cuál es el ingreso anual de su hogar?

- ❑ $20,000 o menos
- ❑ $21,000 - $40,000
- ❑ $41,000 - $60,000
- ❑ $61,000 - $80,000
- ❑ $81,000 - $100,000
- ❑ Más de $100,000

23. ¿Tiene alguna incapacidad? ❑ Sí ❑ No

24. Si la respuesta es sí, ¿usa silla de ruedas? ❑ Sí ❑ No

25. ¿Es usted veterano? ❑ Sí ❑ No

Appendix B

Passenger Surveys

Concho Valley Rider Survey

Concho Valley Council of Governments (CVCOG) along with the Regional Coordination Committee are updating the Concho Valley Regional Public Transportation Coordination Plan. The committee includes Concho Valley Transit (CVT), the public transportation provider for the Concho Valley region. We would appreciate your help in improving transportation services available in the Concho Valley region. **Please take 10 minutes to fill out this survey - tell us about your travel needs and what transit improvements you would like to see.** You can fill out this paper survey and provide it to Concho Valley Transit or your local supporting organization. You can also go online to fill out the survey using the QR code or using this link https://www.surveymonkey.com/r/CVTRider. Thank you for your support!

---

1. What is your **primary** mode of transportation?

- ❑ Concho Valley Transit (CVT)
- ❑ Brady On-Demand
- ❑ Car – drive myself
- ❑ Vanpools or Carpools
- ❑ Ride from family/friends
- ❑ Bicycle/Scooter
- ❑ Walk
- ❑ Taxi/Uber/Lyft
- ❑ Other: _____

2. What places are your primary destinations for travel (business or place names)?

_____

3. What are **other** modes of transportation you use for travel in the Concho Valley region? (check all that apply)

- ❑ Concho Valley Transit
- ❑ Brady On-Demand
- ❑ Car – drive myself
- ❑ Vanpools or Carpools
- ❑ Ride from family/friends
- ❑ Bicycle/Scooter
- ❑ Walk
- ❑ Taxi/Uber/Lyft
- ❑ Medical transportation
- ❑ Senior center transportation
- ❑ Transportation by program provider_____
- ❑ Other: _____

4. Do you have a driver's license? ❑ Yes ❑ No

5. Do you have a car available on a regular basis? ❑ Yes ❑ No

6. What is your overall impression of CVT services?

❑ Very Positive ❑ Somewhat Positive ❑ Somewhat Negative ❑ Very Negative

7. Which of the following CVT service options do you use, and how often do you use it?

	2-3 times per week or more	Once a week	A few times per month	About once a month	Less than once a month	I do not use this service
CVT Fixed-Route (San Angelo)	☐	☐	☐	☐	☐	☐
Brady On-Demand	☐	☐	☐	☐	☐	☐
CVT Rural Routes	☐	☐	☐	☐	☐	☐
CVT ADA Paratransit	☐	☐	☐	☐	☐	☐

8. What are the main reasons for your CVT trips? Please check all that apply.

- ❑ Medical
- ❑ School
- ❑ Government Service Agency
- ❑ Work
- ❑ Personal Business
- ❑ Social/Recreational
- ❑ Shopping
- ❑ Attend Senior Center
- ❑ Other: _____

9. Are you able to get to your primary destinations using CVT's services? ❑ Yes ❑ No

10. Are you able to reserve all the CVT ADA Paratransit or Demand & Response trips that you need to?

- ❑ Yes
- ❑ No
- ❑ I do not use CVT ADA Paratransit or Demand Response services.

11. How would you rate CVT on a scale from one to five, with five being excellent?

	1	2	3	4	5
Drivers	☐	☐	☐	☐	☐
Vehicles	☐	☐	☐	☐	☐
Service Hours	☐	☐	☐	☐	☐
Reliability	☐	☐	☐	☐	☐
Availability of Transit Information	☐	☐	☐	☐	☐
Safety/Security	☐	☐	☐	☐	☐
Complaint Resolution	☐	☐	☐	☐	☐
Fare Price/Payment Options	☐	☐	☐	☐	☐

12. What do you like **the most** about CVT? _____

13. What do you like **the least** about CVT? _____

14. Is there anywhere you would like to travel (business or place names) but cannot due to a lack of a vehicle or available transportation services? Please specify where.

---

15. Which of these improvements would help you use CVT's services more often?

- ❑ Expanded transit service for older adults and people with disabilities
- ❑ More convenient, frequent service
- ❑ Infrastructure improvements such as bus stops, pathway improvements, or traffic signal improvements
- ❑ Expanded weekend service
- ❑ Service in my neighborhood (where is that? _____)
- ❑ Other improvements (please be as specific as possible) _____

16. Do you have other comments to add? _____

17. What is your home zip code? _____

18. Please indicate your age ❑ 17 or under ❑ 18-24 ❑ 25-49 ❑ 50-64 ❑ 65 or older

19. How would you prefer to receive information about CVT's services? Please check all that apply:

❑ Website
❑ Radio
❑ Social Media
❑ Brochures/Posters
❑ Email _____
❑ Other: _____

20. Which of the following best describes your current employment status? (You may check more than one.)

❑ Employed, full-time
❑ Employed, part-time
❑ Student, full-time
❑ Student, part-time
❑ Retired
❑ Stay at home spouse
❑ Unemployed
❑ Other _____

21. What is your annual household income?

❑ $20,000 or less
❑ $21,000 - $40,000
❑ $41,000 - $60,000
❑ $61,000 - $80,000
❑ $81,000 - $100,000
❑ More than $100,000

22. Do you have a disability?

❑ Yes ❑ No

23. If yes, do you use a wheelchair?

❑ Yes ❑ No

24. Are you a veteran?

❑ Yes ❑ No

Encuesta para pasajeros de Concho Valley

El Consejo de Gobierno de Concho Valley (CVCOG) junto con el Comité de Coordinación Regional está actualizando el Plan de coordinación de transporte público regional de Concho Valley. Este comité incluye a Concho Valley Transit (CVT), el proveedor de transporte público para la región de Concho Valley. Agradeceríamos su colaboración para mejorar los servicios de transporte disponibles en la región de Concho Valley. **Por favor, dedique 10 minutos para completar esta encuesta y contarnos acerca de sus necesidades de traslado y las mejoras en el transporte que le gustaría ver.** Puede completar esta encuesta en papel y entregarla a Concho Valley Transit o a su organización local de apoyo. También puede acceder a la encuesta en línea utilizando el código QR https://www.surveymonkey.com/r/CVTRider. ¡Gracias por su apoyo!

---

1. ¿Cuál es su **principal** medio de transporte?

- ❑ Concho Valley Transit (CVT)
- ❑ Brady On-Demand
- ❑ Automóvil – conduzco yo mismo(a)
- ❑ Transporte compartido en camioneta (vanpool) o auto compartido (carpool)
- ❑ Traslado por parte de familiares o amigos
- ❑ Bicicleta / patinete
- ❑ A pie
- ❑ Taxi/Uber/Lyft
- ❑ Otro: _____

2. ¿Cuáles son sus principales destinos de viaje (por motivos laborales o nombres de lugares)?

_____

3. ¿Qué **otros** medios de transporte utiliza para desplazarse dentro de la región de Concho Valley? (Marque todas las opciones que correspondan)

- ❑ Concho Valley Tranist
- ❑ Brady On-Demand
- ❑ Automóvil – conduzco yo mismo(a)
- ❑ Transporte compartido en camioneta (vanpool) o auto compartido (carpool)
- ❑ Traslado por parte de familiares o amigos
- ❑ Bicicleta / patinete
- ❑ A pie
- ❑ Taxi/Uber/Lyft
- ❑ Transporte médico
- ❑ Transporte proporcionado por un centro para personas mayores
- ❑ Transporte brindado por el programa o entidad proveedora_____
- ❑ Otro: _____

4. ¿Tiene licencia de conducir? ❑ Sí ❑ No

5. ¿Dispone de un automóvil de forma habitual? ❑ Sí ❑ No

6. ¿Cuál es su impresión general sobre los servicios de transporte de Concho Valley?
❑ Muy positiva ❑ Algo positiva ❑ Algo negativa ❑ Muy negativa

7. ¿Cuál de las opciones de servicios de CVT usa y cuán a menudo lo hace?

	De 2 a 3 veces por semana o más	Una vez a la semana	Algunas veces al mes	Alrededor de una vez al mes	Menos de una vez al mes	No uso este servicio
Ruta fija de CVT (San Angelo)	☐	☐	☐	☐	☐	☐
Brady On-Demand	☐	☐	☐	☐	☐	☐
Rutas rurales de CVT	☐	☐	☐	☐	☐	☐
ADA Paratransit de CVT	☐	☐	☐	☐	☐	☐

8. ¿Cuáles son los principales motivos de sus viajes en CVT? *Marque todas las opciones que correspondan:*

❑ Médicos
❑ Escolares
❑ Agencia de servicios gubernamentales
❑ Laborales
❑ Asuntos personales
❑ Sociales/Recreativos
❑ Compras
❑ Asistencia al centro para personas mayores
❑ Otro: _____

9. ¿Puede llegar a sus destinos principales utilizando el servicio de CVT? ❑ Sí ❑ No

10. ¿Puede reservar todos los viajes de Demand & Response o ADA Paratransit de CVT que necesita?

❑ Sí ❑ No

❑ No utilizo los servicios de Demand & Response o ADA Paratransit de CVT.

11. ¿Cómo calificaría el servicio de CVT en una escala del uno al cinco, siendo cinco la calificación más alta (excelente)?

	1	2	3	4	5
Conductores	☐	☐	☐	☐	☐
Vehículos	☐	☐	☐	☐	☐
Horarios del servicio	☐	☐	☐	☐	☐
Confiabilidad	☐	☐	☐	☐	☐
Disponibilidad de información sobre el transporte	☐	☐	☐	☐	☐
Seguridad / Protección	☐	☐	☐	☐	☐
Resolución de quejas	☐	☐	☐	☐	☐
Precio de la tarifa / Opciones de pago	☐	☐	☐	☐	☐

12. ¿Qué es lo que **más le gusta** de CVT? _____

13. ¿Qué es lo que **menos le gusta** de CVT? _____

14. ¿Hay algún lugar al que le gustaría viajar (por ejemplo, un negocio o establecimiento específico), pero no puede hacerlo debido a la falta de un vehículo o de servicios de transporte disponibles? *Por favor, especifique el lugar.*

_____

15. ¿Cuáles de las siguientes mejoras le ayudarían a utilizar los servicios de CVT con mayor frecuencia?

- ❑ Ampliación del servicio de transporte para personas mayores y con discapacidades
- ❑ Servicio más conveniente y frecuente
- ❑ Mejoras en la infraestructura, como paradas de autobús, senderos peatonales o semáforos
- ❑ Ampliación del servicio durante los fines de semana
- ❑ Servicio en mi vecindario (¿dónde se encuentra? _____)
- ❑ Otras mejoras (sea lo más específico posible) _____

16. ¿Tiene algún comentario para agregar? _____

_____

17. ¿Cuál es el código postal de su localidad? _____

18. Indique su edad ❑ 17 o menor ❑ 18-24 ❑ 25-49 ❑ 50-64 ❑ 65 o mayor

19. ¿De qué manera preferiría recibir información sobre los servicios de transporte público de Concho Valley Transit? *Marque todas las opciones que correspondan:*

- ❑ Internet
- ❑ Radio
- ❑ Redes sociales
- ❑ Folletos/Carteles
- ❑ Correo electrónico_____
- ❑ Otro: _____

20. ¿Cuál de las siguientes opciones describe mejor su situación laboral actual? (Puede marcar más de una opción).

- ❑ Empleado(a), a tiempo completo
- ❑ Empleado(a), a tiempo parcial
- ❑ Estudiante, a tiempo completo
- ❑ Estudiante, a tiempo parcial
- ❑ Jubilado(a)
- ❑ Ama de casa
- ❑ Desempleado(a)
- ❑ Otro _____

21. ¿Cuál es el ingreso anual de su hogar?

- ❑ $20,000 o menos
- ❑ $21,000 - $40,000
- ❑ $41,000 - $60,000
- ❑ $61,000 - $80,000
- ❑ $81,000 - $100,000
- ❑ Más de $100,000

22. ¿Tiene alguna incapacidad? ❑ Sí ❑ No

23. Si la respuesta es sí, ¿usa silla de ruedas? ❑ Sí ❑ No

24. ¿Es usted veterano? ❑ Sí ❑ No

Appendix C

Health and Human Service Provider Questionnaire

Concho Valley Regional Public Transportation Coordination Plan Update – Health and Human Service Provider Questionnaire

Concho Valley Council of Governments (CVCOG) along with the Regional Coordination Committee are updating the Concho Valley Regional Public Transportation Coordination Plan. We would appreciate your help in improving transportation services available in the Concho Valley region. **This questionnaire is an opportunity to tell us about your clients' travel needs and what transit improvements you would like to see.** Thank you for your support!

Organization Name:

Street Address:	Mailing Address (if different):
Contact Person:	Title:
Telephone:	Email:
	Agency website:

1. Which of the following best describes your organization? (*Check only one.*)

   __ private, non-profit

   __ private, for-profit

   __ public

2. Please check the box that best describes your organization. (*Check only one.*)
   - ❑ Human service agency–public
   - ❑ Human service agency–nonprofit
   - ❑ Medical center/health clinic
   - ❑ Nursing home
   - ❑ Adult day care
   - ❑ Municipal office on aging
   - ❑ Nonprofit senior center
   - ❑ Faith-based organization
   - ❑ Non-emergency medical transportation (NEMT) provider
   - ❑ Independent living center
   - ❑ Other (specify) _____

3. What are the major functions/services of your organization? (Check all that apply.)

- ❑ Health care
- ❑ Social services
- ❑ Nutrition
- ❑ Counseling
- ❑ Day treatment
- ❑ Rehabilitation services
- ❑ Diagnosis/evaluation
- ❑ Screening
- ❑ Informational/referral
- ❑ Veterans' services
- ❑ Other (please specify): _____

B. Description of Transportation and Mobility Management Services

4. What geographic areas does your program cover?

_____

5. Please identify the types of transportation services your organization uses: (Check all that apply.)

- ❑ Fixed-route–bus
- ❑ Dial-a-ride–demand response, advance reservation
- ❑ Taxi vouchers/user-side subsidy programs
- ❑ Volunteer driver program
- ❑ ADA complementary paratransit
- ❑ Flex transit (route deviation or point deviation)
- ❑ Microtransit–on-demand/same-day, general public
- ❑ Alternative services–on-demand for ADA paratransit customers
- ❑ Vanpool
- ❑ Intercity bus
- ❑ group trips for special events
- ❑ Other (please specify): _____

6. What statement best describes 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 nondedicated providers (e.g., taxis, Lyft, Uber, NEMT carriers) for **the entire service**.
  - Name of provider(s): _____
- ❑ We use nondedicated providers (e.g., taxis, Lyft, Uber, NEMT carriers) for **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.

7. Do any other organizations purchase rides on your transportation service? (*Check one.*)
- ❑ Yes
- ❑ No

8. **If yes,** which organizations? _____

C. Transportation Service Policies

9. What type of trip purposes does your organization provide to clients? (*Check all that apply.*)

__ Adult Day Care	__ Senior Center	__ Employment
__ Child Day Care	__ Nutrition	__ Education/Training
__ Medical appointments	__ Shopping	__ Head Start
__ Social Services	__ Social/Recreation	__ Other: _____

10. Does your organization impose eligibility limitations on those people who are provided transportation? (*Check one.*)

- ❑ Yes
- ❑ No

11. **If yes**, please define the rider eligibility requirements for your transportation programs. *(Describe in the Notes section how these might differ for different services or programs.)*

- ❑ 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 (please specify): _____

Notes: _____

_____

_____

12. Define the level of driver assistance needed by your clients. (*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 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)
- ❑ Passengers are permitted to travel with their own personal care attendants or escorts
- ❑ Driver will help with a limited number of bags

D. Operating Costs and Revenues

13. 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.

E. Trip Requests and Demand

14. 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 (please specify): _____			
Municipality (please specify): _____			
Human service agency (please specify): _____			
Private carrier (please specify): _____			
Private individuals			

[1]*If rates differ by trip type (e.g., ambulatory vs. nonambulatory), specify each rate and ridership separately. Also, specify rate structures that incorporate more than one structure (e.g., base plus per mile rate).*

15. Which destinations represent the top five places demanded by customers or clients to travel most often?

Destination	Address	City

16. Are you able to accommodate all the requests from your riders?

- ❑ Yes
- ❑ No

17. 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
- ❑ Limited service area and service hours
- ❑ Funding source parameters (e.g., limited trip purpose eligibility)
- ❑ Other (please specify): _____

F. Coordination Activities

18. What other significant barriers in the region or community limit your 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 (please specify): _____

19. What type of transportation coordination activities do you currently participate in?

- ❑ a. Provision of coordinated service for client/customer/constituent trips
- ❑ b. Local coordination committee
- ❑ c. Regional transportation authority's project advisory committee
- ❑ d. Information and referral
- ❑ e. Other (please specify): _____

20. Please explain your coordination activities further, naming the other participating organizations.

_____

_____

_____

Organization: **Date:**

21. What issues, if any, have your coordination efforts encountered? (*Check all that apply.*)

- ❑ a. Statutory barriers to pooling funds
- ❑ b. Restrictions placed on the use of vehicles
- ❑ c. Liability/insurance concerns
- ❑ d. Local control issues
- ❑ e. Billing/accounting issues
- ❑ f. Unique characteristics of client populations
- ❑ g. Other (please specify): _____

22. In your opinion, what are the greatest coordination and mobility obstacle(s) in your service area?

_____

_____

23. In your opinion, what enhancements are most needed to improve the public transit and human service transportation in your service area?

_____

_____

24. Are you aware of any unmet transportation needs among your clients or in the community in general?

- ❑ No
- ❑ Yes—please indicate needs:

_____

_____

Additional comments:

_____

_____

Thank you for your time and input!

Please return completed questionnaire by email to: pclark@kfhgroup.com. If you have questions, please contact Paula Clark at pclark@kfhgroup.com.