



Minnesota Regional Transit
Board: Records.

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REGIONAL TRANSIT BOARD

270 Metro Square Building
St. Paul, Minnesota 55101
612/292-8789

MEETING OF THE REGIONAL TRANSIT BOARD
July 21, 1986
Metropolitan Council Chambers
4:00 p.m.

AGENDA

1. Call to Order and Roll Call
2. Approval of Agenda
3. Approval of Minutes of July 7, 1986, Meeting
4. Consent List
5. Establishment of a Public Hearing on the Regional Transit Board's Proposed 1987 Work Program and Operating and Capital Budgets
6. Establishment of a Public Hearing to Receive Public Comment on Appointment to the Expiring Term on the Metropolitan Transit Commission
7. REPORT OF THE POLICY COMMITTEE Todd Lefko,
Chair
 - a. Review of Grant Applications for UMTA 16(b) (2) Vehicles*
 - b. Regional Transit Board Review of Metropolitan Development and Investment Framework*
8. REPORT OF THE ADMINISTRATION AND FINANCE COMMITTEE Ruth Franklin,
Chair
 - a. Approval of Medicine Lake Lines and North Suburban Lines Contracts*
 - b. Education and Tuition Reimbursement Program*
 - c. Authorization to Enter Into a Contract with the Metropolitan Transit Commission for Metro Mobility Consumer Outreach Activities*
 - d. Metropolitan Transit Commission 1986 Budget Amendments*

9. OTHER BUSINESS

- a. Chairman's Report
- b. Members' Reports
- c. Staff Reports

10. PUBLIC COMMENT

Elliott Perovich
Chairman

* Please bring material mailed in committee packets.

REGIONAL TRANSIT BOARD
ROLL CALL AND ATTENDANCE SHEET

DATE: 7/21/86

BOARD OR COMMITTEE RTB

<u>MEMBER NAME</u>	<u>PRESENT</u>	<u>VOTE</u>	<u>VOTE</u>	<u>VOTE</u>	<u>VOTE</u>	<u>VOTE</u>
Chairman	✓					

Kenneth Bedeau (P)						

Doris Caranicas (P)	✓					

Ruth Franklin (Chair, A & F)	✓					

Alison Fuhr (P)	✓					

Paul Joyce (A & F)	✓					

Edward Kranz (A & F)	✓					

Todd Lefko (Chair, Policy)	<i>Boston</i>					

Bernard Skrebes (A & F)	✓					

REGIONAL TRANSIT BOARD

270 Metro Square Building, St. Paul, Minnesota 55101

Minutes of the Meeting of the
REGIONAL TRANSIT BOARD
Metropolitan Council Chambers
July 7, 1986

BOARD MEMBERS PRESENT: Elliott Perovich, Chairman; Doris Caranicas; Ruth Franklin; Alison Fuhr; Paul Joyce; and Todd Lefko

OTHERS PRESENT: Mary Fitzgerald, Judy Hollander, Katie Turnbull, Jerry Brechlin, Lori Olson and Mike Kuehn, Regional Transit Board Staff; Tim Marx, legal counsel

The meeting was called to order at 4:00 p.m. and roll taken. Caranicas moved approval of the agenda, amended to include a consent list item. Joyce seconded the motion. Motion carried unanimously.

Joyce moved approval of the minutes of the June 16, 1986 meeting; Lefko seconded the motion. Fuhr offered a friendly amendment that the word "unanimously" be struck from the fourth paragraph on page 9. Mover and seconder accepted the amendment. The motion carried unanimously.

CONSENT LIST

Franklin moved approval of the following consent list item as described in the chairman's July 7, 1986, memorandum. Caranicas seconded the motion.

Environmental Assessment Worksheet for Construction of a Two-Lane Highway from County Road 52/Radisson Road to County State Aid Highway 17/Lexington Avenue in Blaine

The motion carried unanimously.

RTB INVOLVEMENT IN I-35W, I-494, I-94 AND I-394 CORRIDOR STUDIES

Turnbull reviewed her memorandum dated May 27, 1986, using maps to illustrate the corridors. The Metropolitan Council and Minnesota Department of Transportation are the lead agencies for these studies. Fuhr asked if the options are open or if there are any foregone conclusions. Turnbull said they will only consider transit options on the corridors. RTB staff has some concerns about that and has communicated them to the other agencies. Widening of the rights-of-way has not been totally eliminated. Fuhr asked why no Policy Committee members are on the I-35W Project Management Team. There is a role for policy-makers' input along the way. The Policy Committee should have had a chance to develop a transit policy for freeways. Turnbull said the council and Mn/DOT discussed that and decided that for the scoping process they would use a staff committee and tie into the policy groups at key points. Staff will funnel policy questions back through the board. The chairman said his understanding was that the study structure involved reporting to policymakers and periodic meetings on the progression. Lefko said the members talked in the past about their role being proactive or reactive and in this case it appears to be reactive. The board has no policy in certain areas and over the next few

months it should discuss some of these issues or lose its chance to shape them. Joyce agreed with Fuhr that he wants to ensure at the outset that some of the problems are taken care of instead of using the same old solutions.

Regarding I-94, Fuhr asked if it is possible that the freeway could accommodate transit on a continual basis rather than as a stopgap measure. Could it be redesigned to put bus stops every mile rather than running them nonstop between the cities? It might relieve some of the other services.

Turnbull described the citizen involvement in the process. No board action had been requested.

AUTHORIZATION FOR THE EXECUTIVE DIRECTOR TO ENTER INTO AGREEMENT WITH THE MINNESOTA DEPARTMENT OF TRANSPORTATION FOR THE TRANSFER OF FUNDS FROM THE MINNESOTA DEPARTMENT OF TRANSPORTATION TO THE REGIONAL TRANSIT BOARD, RESOLUTION NO. 86-17

The board was requested to take action authorizing execution of a contract to receive fiscal year 1987 state funds appropriated in the 1985 legislative session. Lefko moved:

1. That the Regional Transit Board approve attached Resolution No. 86-17, which authorizes the executive director to enter into agreement with the Minnesota Department of Transportation for the transfer of funds to the Regional Transit Board to cover contractual obligations made in the Metropolitan Area by the Regional Transit Board for Fiscal Year 1987 under Minnesota Statute 473.384, 473.386 and 473.388 and for the Regional Transit Board administrative budget under State of Minnesota Contract No. 63613.
2. That the total payments to the Regional Transit Board under this contract agreement will equal \$19,143,200.

Fuhr seconded the motion, asking if the \$19 million is our money. Brechlin said it is for transit provider payments and RTB administration. Fuhr asked if it has been determined that we have enough staff and whether this will cover what we are doing. Brechlin said it covers because of the way we budgeted for 1986, but we are asking for additional money for 1987. The chairman said there are other funds coming in.

Brechlin introduced Lori Olson, the new accountant.

Roll call vote was taken; the motion carried unanimously.

METRO MOBILITY IMPLEMENTATION PLAN, LEGAL OPINION BY HOLMES AND GRAVEN

Legal Counsel Marx had been directed by the board to review the Metro Mobility Implementation Plan for compliance with the Minnesota Human Rights Act. His review, dated July 3, 1986, had been delivered to the members prior to the meeting. Marx said the plan is in full compliance with the act, although some concern was raised concerning the fares to be charged for trips beyond the eight-mile limit.

Fuhr asked what percentage of the whole are Metro Mobility riders. Hollander said our studies have shown that 85-percent are currently being served. Lefko said, on the issue of actual charges and favoring one area over another, the

policy is that no one will be favored. Fuhr asked, if 85-percent are in the central business districts, are we devoting 85-percent of service to that area? Franklin said that if riders are available in a certain area, that is where the service is; that is not favoring anyone. Caranicas said it is a demand/response service. No board action was taken.

REGIONAL TRANSIT BOARD IMPLEMENTATION PLAN

Hollander reviewed the staff memorandum to the board dated June 30, 1986. Lefko asked if the Legislature has been notified of the delay. The chairman said we will communicate with them directly. Fuhr asked if additional staff help is needed. Hollander said preparation of this kind of document requires information about so many areas that our staff are the best people to do it.

Fuhr asked how this relates the Rep. Stanius' concerns. Perovich said it has nothing to do with the implementation plan except that Stanius is concerned about addressing the "no transit" alternatives. As he indicated in his memorandum last week to the members, he has discussed this with Metropolitan Council Chair Gardebring. Lefko moved:

That the Regional Transit Board approve the revised timeline for completion and submission of the Regional Transit Board Implementation Plan to the Metropolitan Council and that the board direct staff to transmit, discuss and coordinate this timeline and completion of the Implementation Plan with the Metropolitan Council. The Regional Transit Board further directs staff to communicate this revision to key members of the Legislature.

Franklin seconded the motion. The motion carried unanimously.

REPORT OF THE ADMINISTRATION AND FINANCE COMMITTEE

EXURBAN SPECIAL PROJECT REQUEST FROM CITY OF HASTINGS, TRAC

Committee Chair Franklin reviewed the committee report dated July 1, 1986, and moved:

That the Regional Transit Board authorize the executive director to amend the City of Hastings, TRAC, contract to include the Exurban Special Project funds in the amount of \$3,079.40.

Joyce seconded the motion. Franklin asked if the RTB will always pick up 50-percent of the local match funds. Hollander said this is a special program representing a one-time arrangement with excess exurban funds that became available. The chairman said there is about \$16,000 available and it was made available to local communities. Hollander said the funding guidelines state it is not to exceed 50-percent. Vote was taken; the motion carried unanimously.

REQUEST FOR PROPOSAL FOR CONSULTANT SERVICES FOR I-394 TIMED-TRANSFER DETAILED SERVICE DESIGN

Committee Chair Franklin reviewed the committee report dated July 1, 1986, and moved:

That the Regional Transit Board authorize the executive director to issue a Request for Proposal for consultant services for the I-394 Timed-Transfer Detailed Service Design in an amount not to exceed \$50,000.

Joyce seconded the motion. Vote was taken; the motion carried unanimously.

METRO MOBILITY COMPUTER CONSULTANT REPORT

Committee Chair Franklin reviewed the committee report dated July 1, 1986, and noted that a memorandum from Judith Hollander, dated July 7, 1986, had been distributed to the members, recommending that the MTC capital budget be amended. Franklin moved:

That the Regional Transit Board adopt the Metro Mobility computer report, direct staff to proceed with the steps to make the necessary changes in the Metro Mobility computer system that will ensure a successful implementation of the Metro Mobility reorganization in October 1986, and approve an amendment to the MTC's 1986 capital budget for \$89,211 that will allow the Metro Mobility computer equipment to be purchased. This recommendation is contingent upon MTC approval and will be sent to the Metropolitan Council for its review and approval following RTB action.

Joyce seconded the motion. There was discussion of the center. Joyce said that throughout the process the board was concerned about ensuring that there be a central clearinghouse. Caranicas said that even if no changes were needed to Metro Mobility, the computer system would have to be upgraded. Hollander said this upgrade will meet immediate needs but not be a long-term solution. Part of the problem is not knowing how the new system will operate and new developments in computer technology may make change desirable within four to five years. The chairman said the consultant indicated this is a good way to go, although this will only serve until about 1990. The motion carried unanimously.

DEVELOPMENT OF POLICY FOR PROVIDING FINANCIAL ASSISTANCE TO THE METROPOLITAN TRANSIT COMMISSION, RESOLUTION NO. 86-18

Committee Chair Franklin reviewed the committee report dated July 1, 1986, and moved:

That the Regional Transit Board adopt the attached resolution authorizing the executive director to develop policies and procedures that will set forth the terms and conditions according to which the RTB will provide financial assistance to the MTC.

Joyce seconded the motion. Roll call vote was taken; the motion carried unanimously.

Franklin announced that the committee will meet on July 10, 17 and 24. The chairman said the members will have to determine whether they want a Committee of the Whole meeting as a work session on the budget in the later part of the month.

OTHER BUSINESS

CHAIRMAN'S REPORT

Perovich said he has received a letter from Rep. Stanius, copies of which are in the members' boxes.

Fuhr asked about additional staff. The chairman said that decision will be made after Greg Andrews joins the staff. This is no question more staff will be needed. It will be part of the budget process.

MEMBERS' REPORTS

Franklin said Cindy Fish and Katie Turnbull gave a presentation today to joint committees on transit in Anoka that were well received and will eventually lead to improved transit. She asked if there will be more discussion on whether we will really have providers to provide service on October 1. Some providers have indicated that they do not have enough information to submit meaningful bids. They do not want to buy equipment without knowing what will take place.

Lefko said people who submitted letters of interest are being contacted and by August we should have some idea of who will participate. Franklin said they have to have proposals in by September 1, which is not much time if they have to expand capital equipment. Hollander said staff is working with providers on a one-to-one basis and helping them find capital. A series of meetings is being held to answer questions and find out where they are. If the improvements are not made by October 1 we will run out of money. The competition is important to the success of the program. MTC is under contract until the end of the year if providers are not found. Another alternative is to let an RFP. In the next few weeks we may have to discuss whether there are providers for every area.

There was discussion of whether the board could be sued on the Metro Mobility Implementation Plan. The chairman said someone could file a complaint with the Human Rights Department. Marx said a hearing could be requested or it could go to district court; the jurisdiction is the same with either judge. Perovich said we made every attempt to meet all the requirements and went beyond the minimum. Caranicas said the Policy Committee will have to deal more specifically with the eight-mile limit and the hardship policy.

There being no further business, Fuhr moved to adjourn. Joyce seconded the motion. The motion carried unanimously. The meeting adjourned at 5:20 p.m.

Respectfully submitted,

Mary Fitzgerald
Secretary

#4

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101

DATE: July 10, 1986
TO: Regional Transit Board
FROM: Elliott Perovich, Chairman
SUBJECT: Consent List

The following referrals have been received by the staff and chair of the Regional Transit Board (RTB). In my opinion, these referrals meet the standards of consent referrals adopted by the board in its bylaws.

Environmental Assessment Worksheet (EAW) on the Construction of a Four-lane Bridge and Full Access Diamond Interchange at the County State Aid Highway (CSAH) 6 Overpass at I-494 in Plymouth

This EAW outlines the approach to be taken by the City of Plymouth for the proposed reconstruction of the CSAH 6 overpass at I-494. The existing two-lane bridge will be replaced by a four-lane bridge with left turn lanes, entry/exit ramps for a full access diamond interchange and widening of CSAH 6 to four lanes with appropriate channelization.

Currently Plymouth Metrolink operates four daily round trips on CSAH 6 across this overpass. This project should improve traffic flow on CSAH 6 and aid Plymouth Metrolink in schedule reliability.

The RTB has been asked to comment on the EAW by the City of Plymouth. The RTB has reviewed this worksheet in accordance with the Interim Implementation Plan and finds it to be consistent with the goals and policies of the Interim Implementation Plan.

Environmental Assessment Worksheet (EAW) on the Construction of County State Aid Highway (CSAH) 30 from France Avenue to Zane Avenue North in Brooklyn Park

This EAW outlines the approach to be taken by the City of Brooklyn Park for the proposed construction of CSAH 30 which will entail a two-lane roadway section with a 24-foot bituminous surface, 8-foot paved shoulders and ditches on each side. Currently no existing transit services operate on this roadway or in the immediate area.

The RTB has been asked to comment on the EAW by the City of Brooklyn Park. The RTB has reviewed this worksheet in accordance with the Interim Implementation Plan and finds no significant impact on transit services.

Final Study Outline/Scoping Decision Document for the Southwest Corridor Trunk Highway 212 from East of Cologne to I-494

This scoping decision document identifies the study alternatives and related social, economic and environmental impacts to be analyzed in the Draft Environmental Impact Statement. In March 1986, the RTB reviewed the Draft Study Outline/Scoping Document for the southwest corridor (TH 212). The transit services that would be affected by all proposed alternatives were identified and the need for consideration for future bus routes on TH 212 was addressed.

The RTB has been asked to comment on the Final Study Outline/Scoping Decision Document by the Minnesota Department of Transportation. The RTB has reviewed this document in accordance with the Interim Implementation Plan and finds it to be consistent with the goals and policies of the Interim Implementation Plan.

Environmental Assessment Worksheet (EAW) on the Reconstruction of County State Aid Highway (CSAH) 109 from Zane Avenue to Humboldt Avenue in Brooklyn Park

This EAW outlines the approach to be taken by the City of Brooklyn Park for the proposed reconstruction of CSAH 109 which will involve widening of the roadbed, installation of a concrete median, curb and gutters, right turn lanes and repaving with a bituminous surface.

This project is being done to improve traffic flow and safety by limiting local cross street access to CSAH 109. Transit services impacted by this project include MTC Route 8 which operates 15 daily round trips on CSAH 109 between Xerxes Avenue North and Queen Avenue North. The MTC has been contacted about this project and has identified existing bus stops that need to be identified in the final design of the roadway improvement.

The RTB has been asked to comment on the EAW by the City of Brooklyn Park. The RTB has reviewed this worksheet in accordance with the Interim Implementation Plan and finds it to be consistent with the goals and policies of the Interim Implementation Plan.

RR:jmo
CONSNT

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101

DATE: July 14, 1986
TO: Members of the Regional Transit Board
FROM: Elliott Perovich, Chairman
SUBJECT: Establishment of a Public Hearing on the Regional Transit Board's
Proposed 1987 Work Program and Operating and Capital Budgets

ACTION REQUESTED:

That the Regional Transit Board approve the recommendation to hold a public hearing on the Regional Transit Board's proposed 1987 Work Program and Operating and Capital Budgets on Monday, August 11, 1986, at 4:00 p.m.

BACKGROUND:

Current laws require the Regional Transit Board to hold a public hearing on a draft of our proposed budget prior to August 15 of each year. The capital portions of our budget must be submitted to the Metropolitan Council by August 15 for their review and approval. In addition, notice of the public hearing must be published in newspapers of general circulation at least 14 days prior to the hearing.

RECOMMENDATION:

That the Regional Transit Board hold a public hearing to receive comment on the proposed 1987 Work Program and Operating and Capital Budgets on Monday, August 11, 1986, at 4:00 p.m., in the Metropolitan Council Chambers, 300 Metro Square Building, Seventh and Robert Sts., St. Paul, Minnesota, and that notice of the public hearing will be published, at a minimum, in the Minneapolis Star and Tribune and the St. Paul Dispatch and Pioneer Press at least 14 days prior to the hearing.

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101

DATE: July 14, 1986
TO: Members of the Regional Transit Board
FROM: Elliott Perovich, Chairman
SUBJECT: Establishment of a Public Hearing to Receive Public Comment on Appointment to the Expiring Term on the Metropolitan Transit Commission

ACTION REQUESTED:

That the Regional Transit Board approve the recommendation to hold a public hearing for the purpose of receiving comment on the appointment to the expiring term on the Metropolitan Transit Commission on Monday, August 11, 1986, at 4:30 p.m., in the Metropolitan Council offices.

BACKGROUND:

One Metropolitan Transit Commissioner's term expires on August 27, 1986. This is the seat that is currently held by Commissioner Nawrocki. The legal requirement for appointment to this position is that the person not be a resident of either Minneapolis or St. Paul, but must reside within the transit service area. Legislation also requires that the person should have management experience.

Applications for this position are under the requirements of Minnesota's Open Appointments Law; therefore, persons must apply through the Secretary of State's Office. The deadline for applying is July 22. The applications are then forwarded to the RTB for review. The appointment would be made on August 18. The term would be for three years and would expire on August 27, 1989.

RECOMMENDATION:

That the Regional Transit Board hold a public hearing for the purposes of receiving public comment on the appointment to the Metropolitan Transit Commission for the expiring Commissioner's position. This public hearing will be held on Monday, August 11, 1986, at 4:30 p.m., in the Metropolitan Council offices, Suite 300 Metro Square Building, St. Paul, Minn. 55101. Notice of the public hearing will be placed in newspapers of general circulation in the Region, which include, at a minimum, the St. Paul Dispatch and Pioneer Press and the Minneapolis Star and Tribune.

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REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101

DATE: July 17, 1986
TO: Regional Transit Board
FROM: Policy Committee
SUBJECT: RTB Review of Grant Applications for 16(b) (2) Vehicles

At its meeting on July 16, 1986, the Policy Committee reviewed the grant applications for UMTA Section 16(b) (2) vehicles and the following recommendation was approved:

RECOMMENDATION:

That the Regional Transit Board find the grant applications for UMTA Section 16(b) (2) vehicles to be non-duplicative of existing service and consistent with the RTB's Interim Implementation Plan.

Todd Lefko
Chair

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101

DATE: July 14, 1986
TO: Regional Transit Board
FROM: Policy Committee
SUBJECT: RTB Review of Grant Applications for 16(b) (2) Vehicles

At its meeting on July 16, 1986, the Policy Committee will review the grant applications for UMTA Section 16(b) (2) vehicles. A recommendation will be presented at the July 21 board meeting.

Todd Lefko
Chair

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101

DATE: July 9, 1986
TO: Policy Committee
FROM: Cyndie Mayer, Project Administrator
SUBJECT: Review of Grant Applications for Urban Mass Transportation Administration (UMTA) Section 16(b) (2) Vehicles

ACTION REQUESTED:

That the Policy Committee find the grant applications for UMTA Section 16(b) (2) vehicles to be non-duplicative of existing service and consistent with the RTB's Interim Implementation Plan.

BACKGROUND:

The Section 16(b) (2) program is a federally funded program administered by the Urban Mass Transportation Administration and is designed to provide capital assistance funding to transportation programs for the elderly and handicapped. Applications are solicited annually by the Minnesota Department of Transportation (Mn/DOT) from private, non-profit agencies that wish to purchase specially equipped vehicles for transportation services to elderly and handicapped persons.

For calendar year 1986, the State of Minnesota has received an allocation of federal funds in the amount of \$531,605. Under the 16(b) (2) program, eighty percent of the vehicle purchase price is federally funded and the applicant provides the remaining 20 percent. Mn/DOT organized a review committee to evaluate applications and make recommendations for funding. As in 1985, the RTB served on the statewide Review Committee at the request of Mn/DOT. All applications for 1986 were reviewed by the statewide Review Committee on July 7, 1986.

DISCUSSION:

As part of the grant application process the applicants must show that their projected service will not interfere or duplicate service that is already in existence. Applications are reviewed by the Review Committee and vehicle awards are recommended based on the following criteria:

1. Degree of coordination and cooperation among local organizations and existing transit and paratransit operations.
2. Extent and urgency of local need.

3. Financial capability to provide local match and operating monies.
4. Management capability in the areas of driver selection, training, vehicle maintenance and service planning.
5. Quality and thoroughness of the operating plan, including routes, schedules, ridership projects and vehicle utilization.

The state funding allocation for 1986 is \$531,605, which represents an increase over the 1985 allocation of \$451,200. In 1985, fifty-eight applications were received. Nine metropolitan agencies were awarded 16 (b) (2) vehicles. In 1986, thirty-eight applications were received and nine metropolitan agencies have been recommended for the award of the vehicles.

Applications were received from the following metropolitan agencies:

1. Courage Center
2. Dakota Area Referral and Transportation for Seniors, Inc.
3. Dakota's Children, Inc.
4. Dakota, Inc.
5. Ebenezer Society
6. Hallie Q. Brown Community Center, Inc.
7. Linwood Senior Center, Inc., of Anoka County
8. The Phoenix Residence, Inc.
9. Pillsbury United Neighborhood Services, Inc.
10. Rise, Inc.
11. St. Paul Area Chapter, Red Cross
12. Suburban Paratransit, Inc.
13. Walker Methodist Residence and Health Services, Inc.

The 16 (b) (2) Review Committee recommended that vehicles be awarded to the following agencies in the metropolitan area:

Courage Center
Dakota, Inc.
DARTS
Ebenezer Society
Linwood Senior Center, Inc.,
Pillsbury United Neighborhood Services, Inc
Rise, Inc.
St. Paul Area Chapter - Red Cross
Suburban Paratransit

Transportation services provided by all applicants support the following RTB interim transit service policies:

1. The most cost effective transit providers, whether public or private, shall be selected to provide specific transit services.

2. Metropolitan transit services shall be responsible to the needs of the young, disabled, elderly and economically disadvantaged.
3. The RTB shall develop and maintain a continuous and comprehensive transit decision-making process in cooperation with local units of government, interested individuals, organizations and agencies.

Each of the applicants proposed to provide service that would augment the existing transportation network. The applicants that provide transportation service within the Metro Mobility service area were reviewed to ensure that their proposed service complemented the Metro Mobility program. The Metro Mobility program is at or near capacity and service is limited to only those individuals that are unable to use mainline bus service. Applications from the agencies that provide service outside of the Metro Mobility service area did not duplicate existing public transit services and therefore were found to be consistent with the Interim Implementation Plan.

FINDINGS AND CONCLUSIONS:

- The RTB served on the Statewide Review Committee at the request of Mn/DOT.
- A review of the metropolitan applicants showed that their projected service will not interfere or duplicate service that is already in existence.
- All of the applicants propose to provide service that is consistent with the Regional Transit Board's Interim Implementation Plan.

RECOMMENDATION:

That the Policy Committee find the grant applications for UMTA Section 16(b)(2) vehicles to be non-duplicative of existing service and consistent with the RTB's Interim Implementation Plan.

CM:jmo
CM002A

7.6.

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101

DATE: July 17, 1986
TO: Regional Transit Board
FROM: Policy Committee
SUBJECT: Regional Transit Board Review of Metropolitan Development and Investment Framework

At its meeting on July 16, 1986, the Policy Committee reviewed the Metropolitan Development and Investment Framework and the following recommendation was approved.

RECOMMENDATION:

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That the Regional Transit Board review the Metropolitan Development and Investment Framework and that the Regional Transit Board submit the proposed comments to the Metropolitan Council for their consideration.

Todd Lefko
Chair

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101

DATE: July 9, 1986
TO: Policy Committee
FROM: Judith G. Hollander
Director of Planning and Programs
SUBJECT: Regional Transit Board Review of Metropolitan Development and Investment Framework

ACTION REQUESTED:

That the Policy Committee review the Metropolitan Development and Investment Framework and that the Regional Transit Board submit the proposed comments to the Metropolitan Council for their consideration.

BACKGROUND:

In December 1985, the Regional Transit Board reviewed a draft copy of the Metropolitan Council's Metropolitan Development and Investment Framework (MDIF) and forwarded its comments to the Metropolitan Council (see attachment). In early 1986, the Metropolitan Council redrafted the document to respond to the comments received from agencies, communities and organizations on the first draft. A second draft, considered a working document for the purpose of public hearings, is now under consideration. Four public hearings have been held throughout the metropolitan area. The period for public comment is open until July 15, 1986.

The purpose of this memorandum is to review the revised draft of the MDIF, by section, to analyze its potential impact on transit in the metropolitan area. Each section is briefly summarized and then followed by staff comments as appropriate.

INTRODUCTION

No staff comment; this section of the MDIF sets forth the basic strategy employed in the document, i.e., maintaining and replacing investments already in place as the council's highest investment priority.

GOALS OF THE FRAMEWORK

Six goals are established in the framework:

1. Locate all urban development and urban-scale investment within the Metropolitan Urban Service Area.
2. Preserve agricultural and rural land use in the Rural Service Area.
3. Concentrate major commercial and industrial development.

4. Maintain, reuse and reinvest in older, fully developed areas.
5. Maintain a strong, diversified economy.
6. Make efficient use of public resources.

No staff comments are offered on this section.

PLANNING AND INVESTMENT STRATEGY OF THE FRAMEWORK

This section of the document sets forth background and policies regarding:

- Managing existing regional resources focusing on maintenance, system protection and more use of existing, under-utilized facilities.
- Directing growth within an urban service area.
- Planning for growth on the basis of council forecasts.
- Council review of special regional facilities.
- Preserving agriculture.

Staff has no specific comments related to transit service in this section.

GEOGRAPHIC POLICY AREAS

In this section, the council has proposed different regional investment priorities for each of the geographic policy areas designated in the MDIF. As related to transit, some of the key points in this section are summarized as follows:

Metropolitan Urban Service Area

- The metro centers have the highest level of accessibility by road and transit in the Region, and because of their density and number of jobs, the greatest potential for new forms of transit...The council suggests that continued high-quality highway and transit accessibility is essential for the metro centers.

Regional Business Concentrations

- The council has defined regional business concentrations as areas of contiguous business development with an employment of at least 10,000 persons and/or sales of at least \$100 million. It is stated that,

The concentrations generally have metropolitan highway access second only to that provided to the metro centers. Transit service is typically minimal, although the potential exists for utilizing a retail or employment node within a concentration as a focal point for new transit routes for developing a linear concentration into a transit corridor. This could be particularly important for health and social services, which often locate in or near a concentration and which require good accessibility.

Fully Developed Area

- The fully developed area, as defined in the MDIF, is that part of the urban service area where the level of or need for maintenance, rehabilitation and redevelopment has surpassed the level of new development. The council supports protection and upgrading of the fully developed area on a continuing basis. No specific comments are offered regarding transit service.

Developing Area

- The council describes the developing area as that portion of the region that is in the path of urban growth--where most of the residential growth will occur to the year 2000 and including the communities beyond the fully developed area up to the Metropolitan Urban Service Area boundary. The council states that, "urban expansion in the developing area should be planned, staged and generally contiguous to existing development." With regard to transit, it is said that:

Public transit service is either unavailable or largely associated with the work trip. The developing area is definitely automobile-oriented and, to the extent that development occurs at low density, future public transit prospects are not very good.

Freestanding Growth Centers

- The MDIF describes the freestanding growth centers as the larger urban centers located within the rural portion of the Seven-County Metropolitan Area. Eleven communities have been identified as freestanding growth centers.

The document states "freestanding growth centers are similar to communities within the urban service area in that they have a full range of services and thus are able to accommodate a full range of urban land uses." The policy on freestanding growth centers is supportive of making regional investments in these communities. No specific comments referencing transit are made in this section.

Rural Service Area

This section of the MDIF sets forth policies regarding commercial agricultural area, general rural use area and rural centers. Although it is stated that the council will not extend metropolitan systems to serve urban-density residential development in the general rural use area, no specific directions for transit are set forth.

The specific comments regarding transit offered in this section of the MDIF seem generally consistent with the preliminary conclusions reached by the RTB in its Transit Service Needs Assessment.

In December, the RTB had expressed some concern regarding statements made in the MDIF about metropolitan public transit service not being provided in the rural service area. The RTB felt that this kind of statement was inconsistent with state legislation that requires the RTB to invest exurban property tax in paratransit services in exurban areas, and, that, furthermore, it was the

responsibility of the RTB to plan and fund transit services throughout the metropolitan area based on its needs. The Metropolitan Council has responded to this comment, and clarified the MDIF document to say the following:

...Regularly scheduled regional transit service will not be provided to the service area, but residents of the area can arrange for and finance public transit or public paratransit on their own if they so desire. This does not preclude the council or the Regional Transit Board from becoming involved in planning for the special mobility needs of elderly and handicapped people in the rural service area or for the use of public funds specially appropriated for this purpose. Staff also still has some concern about the term "regularly scheduled" transit service since some types of service that are regularly scheduled and not necessarily "regularly routed" may be appropriately employed in these areas.

The RTB also in its earlier comments requested clarification of the new regional commercial-industrial concentrations. Although specific descriptions are not included in this draft, it is notable that the council has identified the refinement of these concentrations as one of the tasks in its work program.

PLANNING AND INVESTMENT PROCEDURES: COUNCIL INTERNAL ACTIONS

The MDIF sets forth a review process for the Metro Council to guide its decision-making for regional investments and development proposals submitted for its review. Regarding the Investment Decision-Making Process, it is said that:

The Metropolitan Council carries out many of its plans through investments in facilities and services. For some of these investments, like those in sewers and transit, the council plays a major role in determining the projects to be funded, the level of funding and the methods of financing to be used...

This process, to be used to develop plans, determine priorities and select a method of financing for regional investment, as well as to review local development proposals submitted for review, is comprised of five basic steps:

1. Establishing regional needs;
2. Determining regional benefits;
3. Ranking investments by geographic policy area priorities;
4. Developing a financing plan; and
5. Conducting an economic development review.

As part of the investment decision-making process, five economic evaluation criteria will be utilized in the investment decision-making process and in the metro governance process to evaluate all special projects and major economic development proposals: equity, efficiency, use of external funds, use of public financing mechanisms, and use of public revenue sources. The MDIF also discusses how the council will monitor investment decisions through a metro investment review report, a fiscal profile report and economic indicators.

It is still unclear as to how this investment decision-making process, as outlined in the MDIF, will be used to evaluate RTB plans, projects and programs. The RTB, in its earlier comments to the Metropolitan Council on the first draft of the plan, indicated that while it was the understanding of the RTB that the council approves the capital budget and financial and implementation plans of the board, it was not the board's expectation that the council would otherwise take an active role in, "determining the projects to be funded, the level of funding and the methods of financing to be used." It is the staff recommendation that this section be clarified on this point.

PLANNING AND INVESTMENT PROCEDURES: THE COUNCIL AND METROPOLITAN SYSTEMS

In this section of the MDIF, the council has set forth metropolitan system guidelines for developing the more detailed policies and programs contained in the individual system plans. With regard to transportation, some of the key points made in this section, are summarized or quoted as follows:

- Efforts will be made to provide a reasonable level of metropolitan highway service throughout the urban area.
- Traffic management strategies or new construction will be necessary when traffic volumes approach design capacities, when road conditions pose hazards and slowdowns, and when new developments are proposed that differ substantially from assumptions made in the regional transportation plan. Local governments will have primary responsibility for carrying out traffic management strategies.
- Buses operating on the streets and highways will probably dominate public transit service through the remainder of the century. This does not preclude the introduction of some fixed-guideway facilities in heavily traveled corridors, but costs and time constraints work against a massive shift in form over the next 15 years. Nevertheless, the council will continue to seek creative, forward-looking solutions to transit service problems.
- Locations with large numbers of households and/or high employment in relatively small areas offer good potential for public transit service. It is also important to provide transit to the people who have no other way to travel. This generally means elderly, handicapped, low-income and young people. Providing service to these people will probably involve above-average subsidies.
- Some parts of the urban service area with low-density development may be served only by paratransit on a demand basis. This is also true for some of the transit-dependent people who live in low-density areas or cannot use the public system. Regularly scheduled regional transit service will not be provided to the rural service area but residents of the area can arrange for and finance public transit or public paratransit on their own if they so desire. This does not preclude the council or the Regional Transit Board from becoming involved in planning for the special mobility needs of elderly and handicapped people in the rural service area or for the use of public funds specially appropriated for this purpose.

In this section the Metro Governance process is also described, detailing responsibilities of the Metro Council and the regional agencies. The MDIF specifies that a five-year implementation plan will be prepared by the RTB and that this plan should contain service plans as well as plans for capital facilities, in extensive detail, identifying projects and financing. Furthermore, it is indicated that, in this plan, the RTB should address:

- a. Regional objectives to be achieved;
- b. Regional population to be served;
- c. Alternatives considered and cost-effectiveness of each;
- d. Recommended approach and the reasons for selection; and
- e. Performance criteria.

The MDIF also identifies the general elements of the financial plans to be prepared by the regional agencies, including the RTB.

Overall, the document has been rewritten in more clear, concise terms that avoid some of the earlier confusion in terminology and understanding. In earlier comments made by the RTB, concern was expressed that there were several statements throughout the document that were supplementary to the actual policies and were either difficult to interpret or included judgments about transit that were too limiting or inconsistent with RTB mandates. In many cases, we feel that this kind of language has been eliminated, although it is still not clear if some of the descriptive language in the document is intended to provide policy direction, or is simply intended to set the stage for the actual policies.

Furthermore, in the revised draft of the MDIF, the council has been responsive to earlier RTB comments regarding the specificity of mode for a certain application. Now, rather than suggest specific modes for certain geographic areas or situations, the document seems to refer to transit in a more generic manner.

Generally, the statements included in this section of the MDIF are consistent with current RTB plans and activities. Earlier the RTB discussed its concern that the emphasis on maintaining existing investments would not preclude the reorganization and expansion of transit services in suburban areas where substantial need has been documented. In staff's reading of the current MDIF draft, the document appears to be less restrictive about specific modes as solutions for certain areas. We are hopeful that the Metro Council, as it develops its system plans, will work closely with the RTB to consider the various service needs that we have identified.

PLANNING AND INVESTMENT PROCEDURES: THE COUNCIL AND LOCAL UNITS OF GOVERNMENT

This section of the MDIF describes the procedures relating to changes made by either the council or a local unit of government about growth expectations and corresponding regional facility needs.

WORK PROGRAM

The council has set forth a series of tasks to be completed that will be utilized to update the MDIF in the future. The six tasks identified are:

1. Establish comprehensive monitoring and evaluation program;
2. Develop better information base on regional maintenance and expansion needs;
3. Integrate human services component into framework;
4. Explore alternative regional financing options;
5. Refine the regional business concentration concept;
6. Revise plan amendment procedures.

FINDINGS AND CONCLUSIONS

- o The MDIF establishes the overall direction for the future development in Metropolitan Area and contains guidelines for making regional investment decisions for metropolitan systems including transit.
- o The Metropolitan Council will revise the second draft of the MDIF to reflect public comment. Four public hearings have been held; the record is open until July 15, 1986.
- o Staff finds that this draft of the MDIF has been rewritten in more clear, concise terms that avoid some of the earlier confusion in terminology and understanding. However, in some cases, it is not clear if some of the descriptive language is intended to provide policy direction or is simply intended to set the stage for the actual policies.
- o Staff finds that the council has been responsive to earlier RTB comments regarding the specificity of a particular mode for a certain application. The document now seems to refer appropriately to transit in a more generic terms.
- o The council has been responsive to RTB comments regarding concern about public transit service not being provided in the rural service area. Language in the MDIF clarifies that the council or RTB is not precluded from becoming involved in in planning for the special mobility needs of elderly and handicapped in the rural service area or for the use of public funds specifically appropriated for this purpose. Staff is still concerned about the use of the term "regularly scheduled transit service" since in some cases regularly scheduled service that is not necessarily "regularly routed," may be appropriated employed in these areas.
- o It is not clear how the investment decision-making process will be used to evaluate RTB plans, projects and programs outside of the council's approval of its implementation and financial plans. Staff suggests that clarification be made on this issue.

- o Generally, staff finds that the specific references made to transit in the document are consistent with preliminary conclusions made by the RTB in its Transit Service Needs Assessment and with other RTB plans and activities. We are hopeful that the Metro Council will consider RTB findings on transit service needs as it develops its system policy plan for transportation.

RECOMMENDATION

That the Regional Transit Board submit the proposed comments contained within this memorandum on the Metropolitan Development and Investment Framework to the Metropolitan Council for their consideration.

MF119A
RTBTX1

METROPOLITAN COUNCIL
Suite 300, Metro Square Building, St. Paul, Minnesota 55101

SUMMARY

METROPOLITAN DEVELOPMENT AND INVESTMENT FRAMEWORK

The Metropolitan Development and Investment Framework establishes an overall policy for supporting development with major regional facilities, like sewers and highways, and sets a general direction for future development patterns in the Metropolitan Area. It establishes priorities for investments in regional facilities and procedures for achieving the framework's goals.

The framework replaces two other development guide chapters--the Metropolitan Development Framework, adopted in 1975, and the Metropolitan Investment Framework, adopted in 1977. The development framework focused on guiding growth into a compact development pattern to make it more economical to provide services like sewers and transit. The investment framework focused on monitoring the fiscal status of regional agencies to help carry out the development framework policies.

The Metropolitan Development and Investment Framework represents a shift from focusing on population growth and providing new regional facilities to carefully managing regional resources--governmental revenue and regional facilities. The Metropolitan Area is not expected to grow as fast as in the past, largely because of changing population patterns. The region's large post-World War II "baby-boom" generation, born between 1947 and 1966, triggered a very large demand for jobs, housing, goods and services. But the subsequent generation is much smaller, and that means less of a demand for regional facilities, such as sewers and highways, to serve new residential development. Regional facilities will remain important, however, to keep economic centers in the region vital and growing. Maintenance of such facilities is important because many of them are getting old and will require increased repair and replacement.

As a result, the framework places the highest investment priority on maintaining and replacing facilities already in place, first to support economic development and second, to serve residential development. The framework places a lower priority on constructing new regional facilities, but new facilities supporting economic development will be emphasized over those serving residential development.

Like the 1975 development framework, the Metropolitan Development and Investment Framework divides the region into a metropolitan urban service area and a rural service area. Improvements in the regional systems for sewers, transportation, parks and airports would be made to meet the needs of people living in the urban service area. Central sewers would not be extended into the rural service area; highway projects would not open new land to development; fixed-route transit would not be available in the rural area. A major goal for the rural service area is to preserve agriculture because the best long-term use for much of the region's land is agriculture.

Within the metropolitan urban service area are the following geographic policy areas:

The metro centers are basically the Minneapolis and St. Paul downtown areas. The regional business concentrations are areas that have a large employment base, such as office complexes, or produce a large sales volume, such as regional shopping centers. These two geographic policy areas have the highest priority for regional facility investments.

The fully developed area is the built-up, centrally located portion of the region, including the central cities of Minneapolis and St. Paul and many adjacent suburbs. The developing area is the part of the region lying within the metropolitan urban service area that is planned for new development to the year 2000.

The freestanding growth centers are the urban centers located in the rural portion of the region. They are similar to communities within the urban service area in that they have a full range of services and are thus able to accommodate a full range of land uses.

The rural service area includes the following geographic policy areas:

The commercial agricultural area consists of land certified eligible for designation as agricultural preserves by local governments under the Metropolitan Agricultural Preserves Act. The general rural use area is the area outside the urban service area that contains a wide variety of land uses, including farms, residential development and facilities that mainly serve urban residents, like regional parks and mining sites.

The rural centers are small cities that used to serve primarily as retail and transportation centers for surrounding agricultural areas but now are home to many residents who work in the urban area and the location for many industries with few ties to agriculture.

The framework also includes procedures governing the Council's decision-making for regional investments and development proposals submitted to it for review. The five-step process involves 1) determining whether there is a regional need for the investment or facility, 2) determining the regional benefits from the project, 3) ranking the investments according to priorities established by the framework for different geographic policy areas, 4) developing a financing plan and 5) reviewing economic and fiscal impacts.

The Council will also consider several factors in its decisions about regional facility investments--equity, efficiency, use of external funds, use of public financing mechanisms and use of public revenue sources.

The framework calls for the Council to prepare a metro investment review report that examines how well its decisions on individual proposals reflect its overall regional priorities. The Council will forward the report to the state legislature.

The Council will also produce a fiscal profile report that examines the expenditures, revenues and debt of various levels of government in the Metropolitan Area. In addition, the Council will develop a series of

indicators to enable it' to determine the soundness of the region's fiscal health.

The framework establishes guidelines that provide direction to the Council's systems for developing the more detailed policies and programs contained the individual system plans--for example, sewers, highways, parks, airports and solid waste. It also sets up a procedure, known as the metro governance process, for carrying out the guidelines through the actions of the regional commissions, including the Regional Transit Board and the Metropolitan Waste Control Commission. The metro governance process also identifies the responsibilities of the Council and the regional agencies.

The Council's relationship with local government is the subject of a third set of procedures. These procedures focus on how to resolve issues that result from changes in a local government's expectations about its own growth. The procedures deal with:

- Updating the Council's plans for regional systems in response to new census data;
- Making changes in the metropolitan urban service area boundary;
- The Council's review of major amendments to local comprehensive plans;
- Resolving conflicts in between a local community's comprehensive plan and its zoning ordinances;
- Sharing information about a community's planning process with other governmental units; and
- Sharing the cost of providing regional facilities with local governments.

To support the framework, the Council intends to do several things. It will establish a monitoring program to help determine whether its decisions and those of other regional agencies and local governments are working toward framework goals. The Council will also compile information about the need for maintaining regional facilities and how those needs may reduce funds available for expanding those facilities.

Another area the Council will explore is the potential for alternative sources of funding for regional facilities. They could include new metropolitan-wide sources, local-government contributions, private sources or a combination of these sources. In addition, the Council will further study the concept of regional business concentrations, including the criteria for defining them, and consider whether growth should be directed within the concentrations--for example, in clusters or along highways.

The Council will clarify what comprehensive plan amendments and supporting information communities must submit to the Council for review. It will also expand the framework to provide directions to the Council's human services programs based on major trends affecting the region, including the growing need for job retraining, the persistence of poverty and the slowdown in growth.

April 1986

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DRAFT

METROPOLITAN DEVELOPMENT AND INVESTMENT FRAMEWORK

Working Document

For the Purpose of Public Hearings

Thursday, May 15, 1986

3:00 - 5:00 p.m.

and

7:00 - 9:00 p.m.

Metropolitan Council Chambers

300 Metro Square Building

7th and Robert Streets

St. Paul, Minnesota 55101

Metropolitan Council of the Twin Cities Area
300 Metro Square Building, 7th and Robert Streets
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INTRODUCTION

PURPOSE

The Metropolitan Development and Investment Framework presents the Council's approach to guiding development and change in the seven-county region. The framework also establishes guidelines for plans contained in other chapters of the Council's Metropolitan Development Guide and for making decisions about investments in metropolitan facilities.

This framework does more than the original one in part because it replaces both the Metropolitan Development Framework and the Metropolitan Investment Framework. The development framework focused on guiding growth and urban development into an urban service area; the investment framework, on monitoring the fiscal status of regional agencies to help carry out development framework policies. The Metropolitan Development and Investment Framework combines most of the concepts in the two earlier documents into a single one that emphasizes a broader strategy--managing regional resources. This merger reflects the complementary nature of regional development and investment guidelines.

The development and investment framework only briefly discusses human services. Some of the important human services issues that will face the region in the coming decades are touched on in the background trends discussion below and in the geographic policy area discussions. The Council intends to more fully integrate human services into the framework and will pursue this as a work program element of the development and investment framework.

With the implementation of the Metropolitan Land Planning Act, the first cycle of the joint local/regional planning process that the Metropolitan Council envisioned in the 1975 development framework is now complete. This revision to the framework will start the second cycle and extend joint planning from 1990 to the year 2000.

BACKGROUND TRENDS

Recent Council research has identified several trends the Council believes will profoundly affect the health and vitality of this region for decades to come.

The major trend and the one around which most others revolve is the aging of the baby-boom generation, those born between 1946 and the mid-1960s. This population group presently numbers nearly 800,000, almost forty percent of region's population. They are now in their twenties and thirties. In the next two decades they will become middle-aged. The ramifications of this shift from a youth-dominated society to one where middle-aged people dominate will be pervasive, just as it was for society in dealing with baby-boomers as children and young adults. The massive school building programs of the 1950s and 1960s, followed by equally massive numbers of school closings in the 1970s and 1980s, are two of the most obvious impacts. As the baby-boomers moved into their twenties, they sought jobs--and found them--in record numbers. They also formed households at an unprecedented rate, fueling the apartment building boom of the early 1970s and the strong demand for single-family housing from the late 1970s through the present. As they continue to age, and are followed by a much smaller generation, job growth and housing demand will drop sharply. Further down the road, baby-boomers will become the region's elderly in

historically unprecedented numbers. Although this is many years away (beginning about 2015), it is something the region must plan for decades in advance, just as an individual plans for his or her retirement.

There will be many other societal consequences of these age structure changes that will influence other major trends. These trends relate to:

- The growing need for job retraining in response to a changing economy;
- The persistence of poverty, especially among racial minorities, families headed by women, and elderly and disabled people; and
- The slowdown of growth and development in the region.

Although they are all important, the forecasted slowdown in growth is one of the major forces driving the development and investment framework. Perhaps the first question to ask is how certain is it that such a slowdown will occur? It will occur due to age structure changes of people who are already here--the baby-boomers and the small generation that followed them. Their numbers are well known, and unless the Twin Cities Area experiences immigration at unprecedented levels, the region's growth will slow dramatically. Not only will population growth be slow, but so will labor force growth and demand for new housing because of the small size of the generation now entering its twenties. It is also essential to realize that this phenomenon is occurring nationwide, which makes it even more difficult for this region to buck the trend.

What will such a slowdown mean for regional planning, which in the past has largely been concerned with managing growth? At first glance one might conclude there is less need for regional planning. However, on reflection, the need for efficient planning and construction of regional facilities (sewers, roads, hospitals, etc.) becomes even more evident. The region can no longer rely on growth to cover the mistakes of oversizing facilities or their premature expansion. Instead, the upcoming decades will see a shift to a greater emphasis on renewal, maintenance, replacement and adaptive reuse.

With more workers moving into their most productive years and a very high proportion of the population in the labor force, resources will be available to support a maintenance-oriented strategy. On the one hand, maintenance will be a major issue because of the age and condition of a large portion of the region's sewers and highways and the Council's interest in protecting existing investments. On the other, it is essential that maintenance needs are met now, because of the huge increase in elderly population that will occur in the future with its resulting reduction in resources. Without the pressure of accommodating rapid growth, there should be opportunities for making innovative changes in the region to make it a better place to live for an aging population and to ensure that it remains competitive, not only economically, but as a place to live. In an economy that is becoming increasingly service oriented, that deals with information rather than products or resources, firms and individuals will be increasingly free to locate where they choose. With far less growth to go around, competition will be that much greater.

It is the need to remain competitive that will make it increasingly important for this region to effectively deal with human resource issues. The trends noted above relating to the disadvantaged populations and education and retraining needs will thus become more important to this region's future. The

rapid growth in middle-aged workers along with continued restructuring of the economy (increasing shift to the service, information and technology industries) will result in greatly increased needs for retraining of the work force. This will be intensified by the shrinking numbers of entry-level workers. Their decline also has implications for the disadvantaged populations. It should result in greater opportunities for them to enter the work force. This in turn puts demands on the educational system to see that they have the basic skills needed to hold a job.

It is important for the Council to closely monitor these trends and issues and to respond appropriately to them in its policy documents. But because these trends are long term and incremental, great care must be taken to keep them in focus and not be misled by short-term fluctuations. It is also important for the Council to be constantly on the lookout for new trends that need to be assessed.

A RESOURCE MANAGEMENT STRATEGY

This document retains the basic strategy of directing growth within an urban service area. However, based on the trends discussed above, the Council is shifting its focus from population growth and the provision of new regional facilities to carefully managing regional resources (governmental revenue and regional investments) in order to serve a more stable and maturing population for the 1980s and beyond. This means that the Council will place its highest investment priority on maintaining and replacing investments already in place. However, at the same time, the Council will support economic development in the region, but particularly where it reinforces maintenance priorities. Regardless of priority, the Council's resource management strategy emphasizes maintenance of a safe and clean environment.

An underlying aspect of this strategy assigns a greater level of responsibility to local government in the planning and use of and even paying for regional facilities. If local conditions vary significantly from Council expectations, the Council will require the affected local government to make a case that use of or investment in regional facilities should be changed to accommodate a new set of assumptions. In some cases, a local government may find that its interests would be better served by sharing in the costs of constructing or upgrading a key metropolitan facility. In other cases, more efficient use of an existing facility may forestall the need for additional regional investment. In any case, while the development and investment framework supports local economic development efforts in the urban service area, local government must work with the Council to make the best use of investments in metropolitan services and facilities.

Resource management strategies presented in this document focus on the metropolitan systems defined in the 1976 Metropolitan Land Planning Act--sewers, transportation, regional parks and airports. The Council has special policy-setting and oversight roles with respect to these systems. However, the framework's area-wide development guidelines, its procedures for making sound investment decisions and the orderly process for carrying out future metropolitan planning are broad enough to be applicable to other systems covered by Council plans and programs and to new ones added in the future.

REGIONAL GOALS

This framework is part of the Council's Metropolitan Development Guide. At the present time, the framework serves not only as the keystone chapter of the guide, but also as the introduction to it. Consequently, this document contains goals specific to the framework as well as broader goals that relate to the entire development guide. Through the implementation of the development guide chapters, the Council seeks to achieve the following goals:

- o A metropolitan area with the physical support facilities necessary to provide a wide choice of living styles. The choices include variety of natural settings, diversity in land uses and development patterns, and neighborhoods with different income levels and social environments.
- o A metropolitan area with a full range of physical and human services at levels that achieve a balance between the population's needs and demands, on one hand, and the ability of Metropolitan Area residents to pay for such services, on the other.
- o A metropolitan area with a high-quality natural environment characterized by resource preservation and cooperation with nature.
- o A metropolitan area with an economy that remains viable, growth-oriented, technologically current and able to meet the employment needs of the population.
- o A metropolitan area with an established strategy and supporting processes for dealing in an orderly way with challenges and issues.

GOALS OF THE FRAMEWORK

The Twin Cities Metropolitan Area is generally viewed as one of the nation's most livable large urban centers. The image often presented in national studies dealing with quality of life is that of an area that is clean, progressive, uncrowded, safe, relatively prosperous and highly supportive of education and cultural activities. Local surveys indicate that residents of the area would generally concur with these descriptions. However, like all big metropolitan areas, the Twin Cities Area does have problems with housing costs, neighborhood deterioration, rising taxes, crime, pollution and growing traffic congestion. With its central focus on resource management, this framework includes policies directed at retaining the area's quality of life and resolving problems before a crisis occurs.

The commitment to resource management is consistent with state legislation that created the Metropolitan Council in 1967, which calls for establishment of a framework to promote the orderly and economic development of the Metropolitan Area. Orderly and economic development requires the public sector to make the best possible use of funds that are invested in regional facilities and services.

To retain and enhance the region's quality of life and promote its orderly and economic development, this framework establishes the following goals:

1. Locate all urban development and urban-scale investment within the Metropolitan Urban Service Area.
2. Preserve agricultural and rural land use in the Rural Service Area.
3. Concentrate major commercial and industrial development.
4. Maintain, reuse and reinvest in older, fully developed areas.
5. Maintain a strong, diversified economy.
6. Make efficient use of public resources.

To assess regional trends and to monitor the effectiveness of Council policies in meeting regional goals, the Metropolitan Council will establish a monitoring and evaluation program. This program will be designed to support implementation of the Metropolitan Development and Investment Framework. The Council will collect data to monitor the effectiveness of framework policies as well as regional policy plans and their effects on development trends. The program will also assist the Council in its efforts to identify emerging metropolitan issues and problems.

PLANNING AND INVESTMENT STRATEGY OF THE FRAMEWORK

MANAGING EXISTING REGIONAL RESOURCES

The Council will respond to growth that occurs in the region in the future, but will do so on a somewhat different basis than in the past. The Council will use its forecasts of population, households and employment as an indication of where growth will be occurring. However, new services will not be added until the Council is sure that maximum use has been made of what already exists. The rationale for this recommendation is threefold: 1) there is already a very substantial, usable investment in place that should not be wasted; 2) needs for some systems are not likely to grow much through the end of the century because of forecasted population and physical expansion slowdowns; and 3) federal funds will likely be greatly reduced in the future from the levels that prevailed during the previous four decades. The management strategy to maximize service from existing facilities focuses on maintenance, system protection and more use of existing, underutilized facilities.

MAINTENANCE

The regional systems already in place represent a vast investment of funds. Some of these facilities, especially in the fully developed part of the region, are well beyond their design life and will need to be replaced or upgraded. Because of the magnitude of this investment, the Council's first priority is to maintain and upgrade existing regional systems. The Council will assign a further priority to maintenance projects that support economic development. This framework places a lower priority on supporting residential development. Because of the slower growth rate projected for the region to the year 2000, the Council finds it important to place a higher priority on supporting economic development, particularly in areas where the region has already made a substantial investment and seeks to protect it.

At this time, the Council does not know the full extent of the system's maintenance needs. Consequently, the Council cannot estimate to what extent the demand for maintenance will affect its ability to provide investment for system expansion. Addressing this question is part of the work program of the Metropolitan Development and Investment Framework.

PROTECTION

The protection strategy is intended to ensure that major regional systems are functioning at adequate service levels as defined in the Council's policy plans for those systems, while supporting forecasted growth with necessary services.

To be successful, this strategy will require the Council, local governments and the metropolitan agencies to act jointly to ensure long and useful lives for the investments made in metropolitan systems and facilities. Potential protective actions range from limiting or denying a new development access to regional facilities to providing relief facilities or better managing the facilities in place. This strategy focuses almost exclusively on the legally defined metropolitan systems (highways, transit, sewers, airports and regional parks).

UNDERUTILIZED FACILITIES

The 1975 development framework directed local governments to make maximum use of their existing capacity before adding new facilities. This framework reaffirms that directive. The Council would like to see development occur first in those areas provided with the greatest combined complement of metropolitan and local public facilities and services. The Council recognizes that physical facilities deteriorate over time and therefore, it is more economical to use them for their intended purpose while they still have a useful life.

While local governments need to take stock of where they have made facility investments, the Council will take responsibility for providing information on regional facilities. Based on Council forecasts and regional system plans that include some upgrading of existing facilities, the Council does not expect sewage treatment plant capacity to be a problem anywhere in the region by the year 2000. However, highway system capacity will likely be severely limited in parts of the region. The map in Appendix C gives a broad overview of the regional highway system constraints in the year 2000.

The Metropolitan Council will not itself actively direct development to areas with excess local and regional capacity. The Council views local governments and developers as more appropriate to carry out this facet of resource management.

DIRECTING GROWTH WITHIN AN URBAN SERVICE AREA

The focus of the Metropolitan Council's strategy on directing growth in the region is to encourage growth to occur within an urban service area. The 1975 development framework documented that facilities and services needed to support urban development can be provided at less public cost if the land area available for urban development at any one time is defined and limited in amount. This led to the Council's establishment of an urban and rural service area within the region. This framework reaffirms the urban/rural service area concept and extends the metropolitan urban service area to the year 2000 (see Figure 1), based on local comprehensive plans and Council forecasts of land supply needs. The extension of the urban service line also takes into account protecting the natural environment. Wetland, floodplain and bedrock areas are not considered a part of the available land supply within the urban area.

The Metropolitan Council will plan for growth inside this urban service area, which includes freestanding growth centers as identified in the next section. The Council will also support urban development in rural centers, which are also defined in the next section, consistent with their ability to finance and administer necessary support services such as sewer, water and roads. The Council will not, however, extend regional facilities to rural centers.

The Council is committed to providing metropolitan systems within the urban service area, including the freestanding growth centers, in accordance with the regional systems plans and with mutually consistent local comprehensive plans. Regional facilities and services include sewers, major highways and interchanges, transit service, regional parks, and major- and intermediate-level airports. However, as is the case with maintaining regional facilities, the Council will assign a higher priority for the construction of new facilities that support economic development as opposed to those that support residential development.

The Council will use the urban service area as well as its demographic forecasts to direct future planning of and investments in regional systems. The Council urges local, state and federal agencies to support urban development and redevelopment in the urban service area. The Council will use the urban service area concept in reviewing plan amendments and environmental reviews from local governments and in decisions on distribution of funds. The Council will consider changes to the urban service area according to the procedures found in Appendix B.

PLANNING FOR GROWTH ON THE BASIS OF COUNCIL FORECASTS

The Metropolitan Council will use its forecasts for population, households and employment (refer to Appendix A) to guide plans for growth and subsequent investment decisions within the urban service area. Council forecasts are the basis on which the region will assume financial risk and meet regional infrastructure demands. Although forecasts are the starting point for making investment decisions, the actual sizing of a regional facility is based on a number of design assumptions. These assumptions, along with the projected life of the investment (generally at least 20 years), provide an added cushion for possible variations between the forecasts and actual development. The design assumptions are found in Appendix B.

The Council will also consider the following exceptions as a potential basis for altering its plans and investment decisions.

1. The Council will monitor its forecasts every five years to determine whether differences in actual-versus-forecasted development warrant any changes in regional plans.
2. The Council will vary investment decisions and regional system allocations based on verified growth and/or, just as important, the lack of growth in individual communities as a means of managing regional resources to avoid unnecessary investments (refer to procedures in Appendix B).
3. The Council will consider revising its investment decisions based on cost-sharing with local governments, provided that certain guidelines are met (refer to Appendix B).
4. The Council will consider varying its investment decisions based on opportunities for economic development of net new benefit to the region.
5. The Council may withdraw a plan for investing in a regional facility if a local government does not commit to building the necessary complementary local facilities.

However, the Council does not intend the forecasts to be viewed as goals in and of themselves. The Council stated in the 1975 development framework and reaffirms here that forecasts for the metro centers and the fully developed area would be more usefully viewed as a lower limit rather than as an upper limit to growth, because of the lack of available land for new development in these areas, prevailing demographic conditions and Council policy. In general, higher growth forecasts by these communities could be supportive of Council policy, provided that system capacity is available or can reasonably be provided. Furthermore, forecasts for the developing area and freestanding growth centers should not necessarily be viewed as an upper limit on growth, if it can be shown that regional systems can accommodate the greater growth.

On the other hand, the Council does recognize that its forecasts may well be closing off some development options in the urban service area where system investments are involved. However, in view of its goal of ensuring "orderly and economic" development, the Council cannot make regional investments solely on the basis of local forecasts.

Although the Council bases its forecasts in part on trends, functional constraints (for example, the physical ability to expand facilities such as a highway) and fiscal constraints may contribute to redirecting growth. Significant local economic development efforts may also play a role. The Council will support local economic development efforts in areas where excess regional system capacity exists.

COUNCIL REVIEW OF SPECIAL REGIONAL FACILITIES

The Metropolitan Council intends to significantly change and expand its role in reviewing and commenting on special regional facilities with the potential for major impacts on the Metropolitan Area. The Council defines special regional facilities as large, often one-of-a-kind projects with a specific function or focus, such as sports or international trade. They are generally user-oriented and are likely to affect the entire region.

The Council will continue to examine the potential impact these projects might have on metropolitan systems and other regional plans. The Council will first determine the need for the facility and its locational and operational requirements, such as highway and transit access or access to special facilities and/or user groups, before considering Council policies for development and redevelopment.

If the Council decides that the facility is needed, it will then indicate which locations would best serve its intended purpose, whether regional system capacity is available to serve the facility and, if not, how system investment priority can be handled. The Council will consider consistency of the facility with other development framework policies as a secondary matter.

PRESERVING AGRICULTURE

The primary justification for the division of the region into urban and rural service areas is its contribution to the orderly and economic provision of metropolitan facilities and services. However, since 1975, the urban/rural division has contributed to the now accepted Council position that the highest and best long-term use for much of the region's land is agriculture.

POLICIES RELATED TO THE PLANNING AND INVESTMENT STRATEGY

MANAGING REGIONAL RESOURCES

1. THE METROPOLITAN COUNCIL WILL PLACE ITS HIGHEST INVESTMENT PRIORITY ON MAINTAINING AND UPGRADING EXISTING FACILITIES THAT SUPPORT ECONOMIC DEVELOPMENT IN THE REGION.
2. THE METROPOLITAN COUNCIL WILL SUPPORT PUBLIC AND PRIVATE EFFORTS TO PROMOTE DEVELOPMENT IN AREAS WHERE EXCESS REGIONAL SYSTEM CAPACITY EXISTS.

DIRECTING GROWTH

3. THE METROPOLITAN COUNCIL WILL SUPPORT URBAN DEVELOPMENT INSIDE THE URBAN SERVICE AREA, INCLUDING FREESTANDING GROWTH CENTERS; AND IN RURAL CENTERS CONSISTENT WITH THEIR ABILITY TO FINANCE AND ADMINISTER NECESSARY SUPPORT SERVICES.
4. THE METROPOLITAN COUNCIL SUPPORTS THE MAINTENANCE OF ENVIRONMENTAL QUALITY THROUGHOUT THE REGION AND WILL SUPPORT PROGRAMS OR STRATEGIES TO MAINTAIN OR IMPROVE THE NATURAL ENVIRONMENT.
5. REGIONAL INVESTMENTS DIRECTED BY THE METROPOLITAN COUNCIL WILL PROVIDE URBAN SERVICES TO PEOPLE IN THE METROPOLITAN URBAN SERVICE AREA. THE METROPOLITAN URBAN SERVICE AREA WILL BE THE AREA OPEN FOR URBAN DEVELOPMENT UNTIL THE YEAR 2000 UNLESS OFFICIALLY CHANGED BY THE COUNCIL PRIOR TO THAT DATE.

USE OF FORECASTS

6. THE METROPOLITAN COUNCIL WILL USE ITS REGIONAL FORECASTS IN DEVELOPING ALL REGIONAL PLANS AND PROGRAMS AND IN MAKING INVESTMENTS.
7. THE COUNCIL WILL REGULARLY MONITOR VARIATIONS BETWEEN FORECASTS AND ACTUAL DEVELOPMENT AS ONE MEASURE FOR DETERMINING WHERE CHANGES IN PLANS, PROGRAMS AND INVESTMENTS ARE NEEDED TO ACHIEVE REGIONAL GOALS AND COMMITMENTS. THE COUNCIL WILL ALSO CONSIDER COST SHARING AND ECONOMIC DEVELOPMENT OF NET NEW BENEFIT TO THE REGION AS WELL AS NONPERFORMANCE BY LOCAL GOVERNMENT AS POSSIBLE EXCEPTIONS TO RELYING ON ITS FORECASTS AS A BASIS FOR INVESTMENT DECISIONS.

REVIEW OF SPECIAL REGIONAL FACILITIES

8. THE METROPOLITAN COUNCIL WILL EVALUATE A PROPOSED SPECIAL REGIONAL FACILITY BY ITS OWN INITIATION OR IN RESPONSE TO OUTSIDE REQUESTS. THE COUNCIL'S REVIEW WILL FOCUS ON THE PURPOSE OF AND NEED FOR THE FACILITY, WHOM IT WILL SERVE AND WHERE IT WORKS BEST BEFORE CONSIDERING DEVELOPMENT OBJECTIVES FOR INDIVIDUAL GEOGRAPHIC POLICY AREAS.

AGRICULTURE POLICY

9. THE COUNCIL WILL CONTINUE TO SUPPORT AGRICULTURE AS THE BEST LONG-TERM USE FOR MUCH OF THE REGION'S RURAL SERVICE AREA.

GEOGRAPHIC POLICY AREAS

The 1975 Metropolitan Development Framework was organized around a set of urban and rural policy areas. The revised framework incorporates the geographic policy areas into a broader organizational concept. However, these areas remain an important part of this concept. They are the setting in which the Council and local governments prepare and carry out their plans. (See Figure 2.) The Council has different expectations for each of the areas that are reflected below as well as throughout the remainder of the framework. In addition, the Council has assigned different regional investment priorities to each of the areas.

METROPOLITAN URBAN SERVICE AREA

METROPOLITAN CENTERS

The metropolitan centers consist of the central business districts of Minneapolis and St. Paul. They are the largest and most diverse activity centers in the region and comprise the government and financial centers for much of the upper midwest. The Council has defined the geographic boundaries of the metro centers according to the U.S. Census definition (see Appendix C).

The metro centers were the original focal points for development in the region. Their tangible attributes--the mix of old and new, the grid pattern of streets, the intensity of development--are unique and are not likely to be reproduced elsewhere in the same form and composition. The variety, accessibility and stability of cultural and entertainment offerings add greatly to their image. Local residents and people from outside the area often judge the desirability of the Twin Cities Area by the appearance and vitality of these two downtown districts. The Council does not foresee a regional business concentration either becoming or replacing a metro center, based on the centers' uniqueness and historical role in the region.

The metro centers have the highest level of accessibility by road and transit in the region, and because of their density and number of jobs, the greatest potential for new forms of transit. In addition, internal circulation is facilitated by their relatively small size together with the sidewalk system and more recently, the network of skyways.

Although both Minneapolis and St. Paul downtowns have experienced a development boom over the past several years, much of the new development has had some type of public subsidy. Although some changes in the form and amount of public subsidy may well be in order, due to the high-cost and time-consuming process of reusing land in the metro centers, the public sector does have a continuing role to play in helping determine the economic future of the metro centers.

Despite all the recent new development, both metro centers still have depressed areas, particularly at their fringes; the incorporation of the Mississippi River frontage into the downtown proper still needs work in both cities; and even with the progress already made, the need for more housing for middle- and lower-income people requires continued attention. (These three issues were identified in the first development framework.)

Over the past few years, virtually all parts of the Metropolitan Area have been subject to some air, noise and odor pollution; but this problem is potentially

most severe in the downtowns and adjacent areas. Much of this can be attributed to the heavy concentration of office buildings, industrial buildings, automobiles, trucks and buses in and around the downtowns. If the metro centers area to be convenient places to work, shop, live and be entertained, the environmental quality must be protected. The cities have taken action to reduce critical levels of pollutants in the downtowns; however, continued efforts are necessary to preserve the environmental quality of the metro centers.

The Council wants the two metro centers to be strong and diversified cores of the Metropolitan Area with a wide range of commercial, institutional, cultural, entertainment and high-density housing facilities. New development requiring a central location, high accessibility (including a range of choice by mode and route), high service levels and high density are the most appropriate for the metropolitan centers. Continued high-quality highway and transit accessibility is essential. The two centers should be attractive and continue to convey the "quality" image of this Metropolitan Area.

REGIONAL BUSINESS CONCENTRATIONS

Regional business concentrations are areas with a large employment base and/or large sales volumes. They contain diverse mixes of offices, hotels and motels, retail facilities and industry, and they constitute the most important concentrations of economic activity outside the metro centers. These concentrations are developed at a lower density and cover more territory than envisioned for the major diversified centers described in the 1975 Metropolitan Development Framework. They will be used in this document to replace the earlier concept of the major diversified center (see Appendix C).

The Council defined regional business concentrations as areas of contiguous business development with an employment of at least 10,000 persons and/or sales of at least \$100 million. However, the Council will continue to study major business locations in the region and, as discussed in the work program of the framework, look at other potential criteria for defining the concentrations.

The concentrations provide good locational choices for businesses and industries that do not want or need to go into the metro centers but still want good regional highway access, transit potential, in some cases railroad trackage and a regulatory environment appropriate for nonresidential land uses. Since the concentrations can employ large numbers of employees, many of them in lower-paying jobs, the location of affordable housing within a reasonable travel time is also an important consideration for affected communities.

The concentrations generally have metropolitan highway access second only to that provided to the metro centers. Transit service is typically minimal, although the potential exists for utilizing a retail or employment node within a concentration as a focal point for new transit routes or for developing a linear concentration into a transit corridor. This could be particularly important for health and social services which often locate in or near a concentration and which require good accessibility.

A problem shared by most of the concentrations is pedestrian access to and within concentrations. The failure to provide for pedestrians results in people using automobiles for very short trips.

Several of the regional business concentrations in the fully developed area need some redevelopment if they are to continue to function as major regional concentrations. Some of these areas are equipped with metropolitan facilities and services that could support additional development. The Council will support additional development in these areas. Since the same problems cited for redevelopment of the metro centers pertain to these inner area concentrations, albeit to a lesser degree, some public-private pooling of resources may be the only way to upgrade them.

The regional business concentrations vary considerably in age, layout, physical condition, function, ownership and development desirability. This document does not include an in-depth analysis of each one. Local governments should undertake small area studies on an "as needed" basis to determine how the concentrations function and to determine their facility and service needs. In these studies, internal circulation and regional highway and transit access and other essential support services should be primary considerations.

The Council recognizes the regional business concentrations as major centers of activity that are essential to the economy of the region. It sees additional growth and increased densities as desirable provided the changes are planned and coordinated with the provision of supportive regional facilities and services. The Council will monitor business development in the region on a regular basis to document additions to or changes in the concentrations.

FULLY DEVELOPED AREA

The fully developed area is that part of the urban service area where the level of or need for maintenance, rehabilitation and redevelopment has surpassed the level of new development. It is comprised of those communities that were more than 85 percent developed at the end of 1984 and that are contiguous to one another.

While a number of other, generally small communities in the region meet the criteria of 85 percent developed, they are all surrounded by developing areas. Consequently, although their development characteristics are more similar to fully developed communities, their regional service characteristics tend to be comparable to those of developing communities. For investment priorities, the Council will consider these communities as part of the developing area.

The fully developed area has a very large proportion of the region's total investment in housing, streets and highways, public utilities and parks, and contains the most fully developed systems for the delivery of social and governmental services.

During the latter part of the 1970s and first half of the 1980s, confidence in the future of many of the developed area's older neighborhoods was restored, and genuine progress was made in maintenance and upgrading. This has stemmed some of the outward flow of middle- and upper-income people from the area. However, the need for continued efforts at improvement remains. In many fully developed suburbs, a significant portion of the housing stock was built within a short period following World War II and is now reaching the age where it requires more maintenance. Consequently, creative public-private cooperation will continue to have high priority in the future.

Because of the vast resources available in the fully developed area, it is important to consider the demographic profile of its communities. Minneapolis and St. Paul have long been known for their higher numbers of single-person

households of young adults and senior citizens, as well as female-headed households. The same pattern is now emerging in the region's older, more mature suburbs. This aging of the suburban population has numerous implications for maintaining the housing stock, the school system, health and social services and other local services and facilities. The Council will take these implications into consideration as it examines future investments in the fully developed area.

The aging of regional facilities serving the fully developed area is another important consideration. There are high public costs to serving both existing and new development. Metropolitan-level investment decisions over the next 15 years will very likely require that choices be made between extending regional systems into new areas and maintaining or overhauling existing systems that are reaching the end of their functional or useful life. In order to protect the resources and investments in the fully developed area, the Council must find ways to maintain regional service levels to this area.

The expansion of regional facilities to serve newly developing areas may induce capacity problems in the fully developed area, making it necessary to expand or construct facilities in the fully developed area as well. This is particularly true of linear facilities such as sewers and highways. The Council recognizes this interrelationship and will see that costs of facilities are fairly distributed on the basis of services provided.

The Council views the fully developed area as the backbone of the Metropolitan Area, which must be protected and upgraded on a continuing basis. The investment already in place is too large to take a chance on losing even a part of it through neglect and disinvestment.

DEVELOPING AREA

The developing area is that portion of the region that is in the path of urban growth. In fact, most of the residential growth in the Metropolitan Area to the year 2000 will occur here. It includes the communities beyond the fully developed area up to the metropolitan urban service area boundary. The greatest asset of the developing area is its large supply of undeveloped land that is now or will be provided with metropolitan facilities and services needed to support urban development.

Urban expansion in the developing area should be planned, staged and generally contiguous to existing development. The Council urges communities to provide for the orderly extension of services by identifying where and when they will provide lands within their local urban service area with support facilities needed to initiate urban development. The Council, in turn, will provide metropolitan systems at the time, place and size needed to support growth based on regional forecasts.

Since most of the region's new housing construction will take place in this area, developing communities will need to provide a variety of housing types for people of all ages and income groups. Providing an oversupply of single-family homes in the face of declining future demand could become a serious problem.

The developing area has a generally adequate supply of the most essential facilities and services and reasonably good highway access to most portions of the metropolitan area. Cultural facilities, other than education, are not

well developed. Communities could promote clustering of housing for target populations and social and cultural facilities in locations with good access to meet special needs and to facilitate the sharing of resources, expertise and facilities.

Public transit service is either unavailable or largely associated with the work trip. The developing area is definitely automobile-oriented and, to the extent that development occurs at low density, future public transit prospects are not very good.

The Council views the developing area as the place to build communities that combine the best of the past with innovation and imagination about the future. Once the initial urban pattern is set, it is time consuming and costly to change it. The best possible job of planning and development to meet physical and social needs must be done the first time. The developing area offers that opportunity.

FREESTANDING GROWTH CENTERS

Freestanding growth centers are the larger urban centers located within the rural portion of the seven-county Metropolitan Area. They originated as outlying trade centers. Some include large areas of open land as a result of annexation of former townships.

The Council has identified 11 communities as freestanding growth centers. They range in size from Waconia, with a population of about 2,600, to the Stillwater-Bayport-Oak Park Heights area with nearly 19,000. The Council will redesignate any rural center when it meets the criteria for a freestanding growth center. (These criteria are included in the technical appendix to this document.)

Freestanding growth centers are similar to communities within the urban service area in that they have a full range of services and thus are able to accommodate a full range of urban land uses. The distinction, however, is that freestanding growth centers are physically separated from the larger urban area by undeveloped land. Also, they have an employment base within the community that is large enough to provide work for the local population. They are more than just residential communities in both location and their economic bases.

All freestanding growth centers have central sanitary sewer and other services that enable them to serve an urban population. Services available include sewer, water, schools and higher levels of police and fire protection. In addition, all communities provide at least full convenience retail services and have a significant number of other kinds of employment opportunities available for their residents.

Freestanding growth centers often have a large concentration of elderly, many of whom moved there from the surrounding rural area. The centers are also the location for services and facilities for the elderly residing there and those remaining in the rural service area.

The Council considers the freestanding growth centers as detached portions of the metropolitan urban service area. It wants the centers to prosper and grow and to serve as alternatives to living and working in the large central urban area. Consequently, the Council supports housing maintenance and rehabilitation as well as the development of new affordable housing and housing

that meets the needs of people at all stages of the life cycle. Because they are so similar to urban service area communities, and because they also accommodate regional population and employment growth that might otherwise occur in unserved areas, the Council supports regional investments in these communities. However, where additional land is needed to accommodate growth, the communities should extend services in a staged, contiguous manner.

METROPOLITAN URBAN SERVICE AREA POLICIES

METRO CENTERS

10. THE METROPOLITAN COUNCIL WILL SUPPORT THE MAINTENANCE OF TWO STRONG METROPOLITAN CENTERS AND WILL SUPPORT NEW DEVELOPMENTS REQUIRING A CENTRAL LOCATION, HIGH ACCESSIBILITY, HIGH SERVICE LEVELS AND HIGH DENSITY AS MOST APPROPRIATE FOR THE METROPOLITAN CENTERS. MAINTENANCE OF METROPOLITAN SYSTEMS SERVING THE METRO CENTERS WILL RECEIVE THE COUNCIL'S HIGHEST INVESTMENT PRIORITY.

REGIONAL BUSINESS CONCENTRATIONS

11. THE METROPOLITAN COUNCIL WILL SUPPORT CONTINUED GROWTH AND INCREASED DENSITIES IN REGIONAL BUSINESS CONCENTRATIONS AND GIVE INVESTMENT PRIORITY SECOND ONLY TO THE METRO CENTERS FOR THE MAINTENANCE OF METROPOLITAN SYSTEMS SERVING THE CONCENTRATIONS.

FULLY DEVELOPED AREA

12. THE COUNCIL SUPPORTS THE MAINTENANCE AND UPGRADING OF DEVELOPMENT AND SERVICE FACILITIES IN THE FULLY DEVELOPED AREA. REINVESTMENT FOR MAINTENANCE AND REPLACEMENT OF METROPOLITAN SYSTEMS SERVING EXISTING DEVELOPMENT IN THE FULLY DEVELOPED AREA WILL TAKE PRIORITY OVER INVESTMENT FOR EXPANSION IN THE DEVELOPING AREA.

DEVELOPING AREA

13. URBAN EXPANSION IN THE DEVELOPING AREA SHOULD BE PLANNED, STAGED AND GENERALLY CONTIGUOUS TO EXISTING DEVELOPMENT. THE COUNCIL WILL PROVIDE METROPOLITAN SYSTEMS AT THE TIME PLACE AND SIZE NEEDED TO SUPPORT GROWTH BASED ON REGIONAL FORECASTS. SYSTEM INVESTMENT TO SERVE ADDITIONAL RESIDENTIAL LAND BEYOND REGIONAL FORECASTS WILL RECEIVE THE COUNCIL'S LOWEST PRIORITY.

FREESTANDING GROWTH CENTERS

14. THE METROPOLITAN COUNCIL WILL SUPPORT URBAN DENSITY RESIDENTIAL, COMMERCIAL AND INDUSTRIAL DEVELOPMENT IN FREESTANDING GROWTH CENTERS. SINCE THEY ARE A MICROCOSM OF THE METROPOLITAN AREA, THE COUNCIL WILL MAKE INVESTMENTS IN METROPOLITAN SYSTEMS SERVING FREESTANDING GROWTH CENTERS BASED ON THE FULLY DEVELOPED AND DEVELOPING AREA POLICIES, AS APPLICABLE.

RURAL SERVICE AREA

COMMERCIAL AGRICULTURAL AREA

The commercial agricultural area includes those lands certified by local governments as eligible for agricultural preserves under the Metropolitan Agricultural Preserves Act. This approach places the responsibility for

defining agricultural lands on local governments. With Council protection policies for commercial agriculture focused only in areas where there are local government plans and protections, local and regional policies support one another.

The amount of land included in the commercial agricultural area is large, covering about 600,000 acres in 1985. This constitutes over half the farmland in the seven-county area.

The geographic area defined as the commercial agricultural area is subject to frequent change when tied to the Agricultural Preserves Act because land can go into and out of certification when local governments decide to alter its status. Local governments may replan and zone certified areas if a change in policy is desired, but this change must occur as a public process. For the purposes of this document, the commercial agricultural area is defined as the area certified as of March 1 of each year. This date is the end of each Council reporting year required under the Agricultural Preserves Act.

Under agricultural preserves provisions, a local government passes a resolution certifying land eligible for protections and benefits and limiting housing density to one unit per 40 acres. The certified area is then considered long-term agricultural land. The local comprehensive plan must reflect this land use and zoning. Farmers owning land within the certified area may then enter the program. Land in the program is referred to as covenanted land. The Agriculture Preserves Act provides protection for the farmer from urban assessments, property taxes at development value and conflicting land uses in exchange for a legal commitment to continue farming for at least eight years.

Within the commercial agricultural area, all land has been certified by local governments as eligible for the agriculture preserves program. However, the Council recognizes two levels of protection in the commercial agricultural area: primary and secondary protection areas.

Primary protection areas are lands covenanted as agricultural preserves. They will receive the greatest protection possible from incompatible uses because the greatest level of commitment to farming has been established.

Secondary protection areas cover the farms in the area that have not yet formed agricultural preserves.

The Council believes the commercial agriculture area is a place where agriculture is the best permanent use of the land. Long-term investments in farm equipment and in land preservation can be made with the confidence that urban development is not going to destroy or limit these investments.

GENERAL RURAL USE AREA

The general rural use area is the area outside the urban service area that is not designated for commercial agriculture. Over 40 percent of the land in the Metropolitan Area falls in this category. The area contains a wide variety of land uses, from agricultural to residential to urban-type facilities. There are sizable parts of the general rural use area that host no particular kind of land use--land that is often called unused. Most of the area looks rural, but many of its residents are tied economically to the urban area and many of its land uses provide services to people living in the urban service area.

Four major types of uses exist within the general rural use area.

General Farmland

A large part of the general rural use area is devoted to agriculture. The Council supports the continuation of agriculture and encourages local governments to support it by zoning agricultural land at one unit per 40 acres. For farms within an area so zoned that subsequently sign up for the agriculture preserves program, the Council will reclassify them as part of the commercial agricultural area.

Rural Residential Development

Rural residential development consists of homes on large lots in areas that are hilly, wooded or otherwise unsuited to agricultural production. The Council considers rural residential development a permanent land use and not an early stage of urbanization. The Council supports this type of use as long as the density does not exceed one housing unit per 10 acres of land. The Council will compute rural residential density on the basis of 40-acre parcels. This will prevent possible urban-density clustering of a large number of homes on small minimum lot sizes, but within the overall density cap. The Council opposes such clustering because it could result in the need for urban services, such as package sewer disposal systems.

Existing Urban-Density Development

Residential subdivisions, mobile home parks and clusters of moderate-density residential development also exist in the general rural use area. They frequently demand urban service but are in locations where urban services are difficult or costly to provide. The Council's principal concern is the potential need for the costly extension of central sanitary sewer and particularly metropolitan sewer service. The Council supports development in the general rural use area consistent with service levels appropriate for a rural area. Local governments with existing urban-density development should address the operation and maintenance issues of on-site systems to avoid potential problems and the eventual need for costly local investments.

Urban Uses

Many facilities exist in the general rural use area that require isolated and spacious locations but serve primarily the urban public. These facilities include campgrounds and recreational vehicle parks, regional parks, trails, waste disposal installations, racing facilities, gun clubs, festivals, mining sites and similar facilities. The general rural use area is an appropriate location for these facilities. The Council's interest is that these facilities are adequately served, consistent with local and regional plans, and to the extent possible, that they do not interfere with agricultural activities.

RURAL CENTERS

Rural centers historically have served as retail service centers and transportation centers for the surrounding rural area. However, changes in agriculture and rapid urban expansion have changed the traditional rural service roles of many of these small centers to residential areas for urban people and locations for industries with little tie to local agriculture. The

latter make use of available labor in rural areas and, by their nature, tend not to be dependent on close contact with other firms for their supplies or critically dependent on transportation.

The Council has identified 35 rural centers, with populations ranging from just over 100 to more than 5,000. Some rural centers, such as Norwood and Young America, encompass the entire corporate limits of the community. Others, such as Lake Elmo, are small enclaves within a larger rural community.

Services available within rural centers vary. Some have central sanitary sewer; others depend on on-site waste disposal systems. Some have central water systems. Some provide the full range of convenience retail stores, while others have only a bar or gas station. Some have small manufacturing or service businesses; others are almost exclusively residential. The Council does not support the extension of regional systems to rural centers because of the distance from the urban center and the small populations of rural centers.

Rural locations in the past decade have been attractive and some, although not all, communities have experienced an upsurge in growth, principally residential development. Development trends are down from the highs noted in the early 1970s but continue at modest levels into the 1980s.

Several services are important in adequately serving additional rural center development, but sewage disposal is the most critical. Urban-density development in an unsewered rural center poses the risks of on-site sewage system failure, contamination of groundwater and eventually the expense of new on-site or central sewer system installation. The possibility also exists that remedying a pollution problem may require an extension of metropolitan sewer service through rural areas. Lack of sewer service is a serious constraint on the amount and type of development that rural centers can safely accommodate.

Some parts of the rural Metropolitan Area, especially Anoka County, are receiving large amounts of scattered urban development. This scattered development poses service problems and may, at a later date, result in very high local service costs. The Council proposes a strategy that offers local government an alternative way to structure this development by designating and creating a "rural center." These new centers would be limited enclaves for urban-density land uses, facilities and services within the local governments' broader corporate boundaries. They would not be coterminus with the entire corporate limits. Under this strategy, a local government would identify an area to receive urban-density residential, commercial and industrial development and the facilities, including local central sewer, needed to serve it. Financing of necessary support services would be a local responsibility. Areas of existing urban-density uses are likely candidates for selection as new rural centers.

Rural centers should accommodate additional development consistent with their ability to finance and administer services, including sewer, roads, water and stormwater drainage. If additional land is needed to accommodate growth, rural centers should extend services in a staged, contiguous manner. Residential, commercial and industrial development at urban densities should be accommodated only in rural centers with central sanitary sewers that are meeting state and federal water quality standards. Larger projects should be located in freestanding growth centers that have a full range of services.

RURAL SERVICE AREA POLICIES

COMMERCIAL AGRICULTURAL AREA

15. THE METROPOLITAN COUNCIL SUPPORTS THE LONG-TERM CONTINUATION OF AGRICULTURE IN THE RURAL SERVICE AREA. THE COUNCIL WILL USE THE FOLLOWING RANKING IN DECISIONS TO ACCOMMODATE FACILITIES SERVING URBAN RESIDENTS.
 1. PRIMARY PROTECTION AREA - LAND COVENANTED IN AGRICULTURE PRESERVES WILL RECEIVE PRIMARY PROTECTION. URBAN FACILITIES SHOULD BE PROHIBITED IN THIS AREA UNLESS THERE IS STRONG DOCUMENTATION THAT NO OTHER LOCATIONS IN THE METROPOLITAN AREA CAN ADEQUATELY MEET THE SITING AND SELECTION CRITERIA.
 2. SECONDARY PROTECTION AREA - LANDS CERTIFIED BUT NOT PRESENTLY IN AGRICULTURAL PRESERVES WILL RECEIVE A LEVEL OF PROTECTION SECONDARY TO AGRICULTURAL PRESERVES. URBAN FACILITIES SHOULD NOT BE LOCATED IN THIS AREA UNLESS THERE IS STRONG EVIDENCE THAT A PROPOSED URBAN USE CANNOT BE LOCATED IN THE GENERAL RURAL USE AREA.

GENERAL RURAL USE AREA

16. THE COUNCIL SUPPORTS LONG-TERM PRESERVATION OF AGRICULTURAL LAND IN THE GENERAL RURAL USE AREA. HOWEVER, THE COUNCIL WILL ALSO SUPPORT RESIDENTIAL DEVELOPMENT AT DENSITIES OF NO MORE THAN ONE UNIT PER 10 ACRES COMPUTED ON A 40-ACRE BASIS (A MAXIMUM OF FOUR UNITS PER 40 ACRES). THE COUNCIL WILL NOT EXTEND METROPOLITAN SYSTEMS TO SERVE URBAN-DENSITY RESIDENTIAL DEVELOPMENT IN THE GENERAL RURAL USE AREA. WHERE URBAN-DENSITY DEVELOPMENT ALREADY EXISTS, A LOCAL GOVERNMENT SHOULD ADDRESS SERVICE ISSUES IN ITS PLAN, PARTICULARLY ON-SITE SEWER SYSTEM OPERATION AND MAINTENANCE.

RURAL CENTERS

17. THE METROPOLITAN COUNCIL WOULD SUPPORT A RURAL CENTER'S PLANS TO ACCOMMODATE ADDITIONAL GROWTH PROVIDED THEY ARE CONSISTENT WITH THE CENTER'S ABILITY TO FINANCE AND ADMINISTER SERVICES, PARTICULARLY SEWER SERVICE. THE COUNCIL SUPPORTS RURAL CENTER SERVICE IMPROVEMENTS BUT NOT AT REGIONAL EXPENSE.
18. THE COUNCIL WILL SUPPORT A LOCAL GOVERNMENT'S PLAN FOR A NEW RURAL CENTER AND ITS REQUESTS FOR STATE AND FEDERAL GRANTS, PROVIDED THE LOCAL GOVERNMENT RESTRICTS URBAN USES FROM SURROUNDING RURAL AREAS AND WILL SUPPORT THE NEW CENTER WITH NECESSARY SERVICE INVESTMENTS.

PLANNING AND INVESTMENT PROCEDURES:
COUNCIL INTERNAL ACTIONS

The Metropolitan Council has developed a review process to guide its decision-making for regional investments and development proposals submitted for its review. This process includes a set of economic criteria for evaluating investments and the methods of financing them as well as a set of monitoring measures. These measures will help the Council to evaluate whether its investment decisions are carrying out its policy priorities and to measure the general fiscal and economic health of the region.

INVESTMENT DECISION-MAKING PROCESS

The Metropolitan Council carries out many of its plans through investments in facilities and services. For some of these investments, like those in sewers and transit, the Council plays a major role in determining the projects to be funded, the level of funding and the methods of financing to be used. For others, the Council's role is one of strongly influencing the projects to be funded and the amount to be spent on the project within limits set by state and/or federal agencies. The Council's housing and aging programs fall into this category.

The Council must make choices among investments because regional needs exceed the resources available. The Council must decide what is most needed and how it should be funded.

The Council will use the process described below to develop plans, to determine priorities and to select a method of financing for regional investments. The Council will also use this process to review local development proposals submitted for review. Not all steps will always be needed. For example, when reviewing a special project, such as a stadium or racetrack, setting priorities may not be an issue, but the financing method may be an important consideration. In instances where the Council is involved in reviewing projects with considerable potential for stimulating economic development and for affecting metropolitan systems plans, an economic development review will be added to the review process.

1. ESTABLISHING REGIONAL NEEDS

As a first step, the Council will establish regional needs both in this document and, where appropriate, in the policy plans for the metropolitan systems. The Metropolitan Development and Investment Framework discusses needs in a broad context while the system plans provide specific direction to individual agencies or target groups. Projects or programs developed by these agencies or groups must be consistent with regional needs as determined by the Council.

2. DETERMINING REGIONAL BENEFITS

The Council will then examine both the costs and benefits of individual projects and programs to determine if they should be undertaken. In this analysis, the Council will consider alternatives for addressing regional needs and it will relate cost to the relative benefit of each alternative. In addition, the Council will analyze what groups in the population and which geographic areas will be served by the project.

3. RANKING INVESTMENTS BY GEOGRAPHIC POLICY AREA PRIORITIES

The Council will rank proposed investments based on the general development priorities expressed in the geographic policy area section of this document as well as on the specific priorities included in the policy plans which carry out the general development priorities. Initially, regional priorities will be established based solely on development priorities. However, these priorities may be altered following a review of each proposal, using the economic evaluation criteria outlined in the next section. For example, the availability of outside funding for a specific project may change the relative priority of that project within the Council's ranking.

Another factor that may alter regional priorities is the extent of local commitment where complementary local investment is essential to the implementation of regional plans. Examples include regional sewer investments where construction of local trunk sewers is essential to use of the regional system and parks where the local unit must provide operating and maintenance support for regional capital investment in acquisition and development.

4. DEVELOPING A FINANCING PLAN

Following the ranking of proposed investments, the Council will decide how to finance them. As noted above, the availability and methods of financing can influence the ranking of projects.

The Council will consider a variety of ways to pay for projects where it has responsibility for financing. The Council's primary concern will be the most effective use of the region's financial resources for capital investment. Fixed-rate bonding is not the only means of financing that the Council will consider. Other alternatives include some form of pay-as-you-go arrangement, creation of a capital expenditures fund in advance of needs, the use of federal or state money or charging future users.

The Council's second concern is how operating costs and debt service are paid. Who pays, who should pay and how the method of payment affects the use of the regional investment will be the Council's focus in this part of the analysis. Criteria for evaluating these questions and those associated with capital financing are described in the economic criteria section.

Some proposals come to the Council complete with financing plans. In these instances, the Council will analyze the financing plan using the economic evaluation criteria.

5. CONDUCTING AN ECONOMIC DEVELOPMENT REVIEW

For special projects and major development proposals the Council will go beyond an examination of the public fiscal impacts to examine what may happen to the regional economy. In conducting its economic development review, the Council will look at the following:

- a. The economic impact of the proposal: The Council will assess such factors as the number and type of long-term jobs to be created by the

- proposal and whether the proposed development adds to regional income, to the regional tax base and whether it will generate a net increase in tax revenues.
- b. An assessment of fiscal alternatives: The Council will evaluate, for proposals within the urban service area, the costs of building now in anticipation of demand generated by the proposal or building later when the demand actually occurs. If the costs are not significantly different, the Council may choose to delay investment to gain more certainty about the amount of development that will take place.
 - c. The opportunity for cost-sharing: The Council may enter into cost-sharing agreements with local governments within the urban service area in instances where additional regional facilities are needed to make a proposal feasible or where new or upgraded facilities are required in advance of Council timetables. The Council and the local government may agree to share the costs of the regional services in order to provide them sooner or with more capacity than planned for by the Council. The Council will make these decisions in accordance with the procedures for cost-sharing included in the Appendix B.

ECONOMIC EVALUATION CRITERIA

The Council will use the following economic evaluation criteria in the investment decision-making process and in the metro governance process, discussed later in this document. All special projects and major economic development proposals will be reviewed against these criteria. The Council can also use them when it develops policies or position papers, in general reviews, in research efforts or in other instances where the Council feels economic analysis would be useful.

1. EQUITY

Equity is a concept that attempts to measure fairness in the provision of goods and services or in the payment for those goods and services. The Council will attempt to consider and measure both aspects, services received and payment required, at the individual or the household level and at the affected community or target group level.

The Council will measure benefits in terms of the availability, level and quality of the service. It will measure payments in terms of taxes, fees, or service charges related to the services received or the ability to pay.

Ability to pay is a relative measure and thus must be compared to other individuals, household or communities in the region. It can be based on individual income, individual wealth, household property value, community revenue-collecting capacity or community tax base.

2. EFFICIENCY

Efficiency is a concept that attempts to consider the incentives or disincentives created by government policies or financing methods. For the Council, efficiency as a criterion is most important in determining whether its policies or revenue-raising methods will lead to better use of regional services by the public.

The Council will measure efficiency by asking whether and how its policies or revenue-raising methods affect the behavior of individuals, groups or firms in relation to the use of regional services. If a new tax or fee is imposed, who will continue to use the regional service and at what level of use? Who will not?

3. USE OF EXTERNAL FUNDS

When the Council reviews projects that propose the use of regional funding to leverage outside funding, it will seek to maximize the use of regional dollars but will not allow outside funding to drive regional priorities. The Council will do this by initially determining regional priorities without regard to funding availability (described in the investment decision-making process above). Once overall Council priorities have been established, the Council will then look at the use of external funds, federal, state or local cost-sharing, as part of the financing plan. Availability of such funds may result in the reordering of priorities.

The important measures in addressing this criterion are the total cost of the program or project and the amounts of federal, state, regional, local and other contributions available. The Council can then calculate a ratio for the leverage capacity of regional dollars and decide whether the ratio is great enough to warrant a reordering of its priorities.

4. USE OF PUBLIC FINANCING MECHANISMS

The Council will continue to use fixed-rate general obligation bonds for much of its investment financing and, therefore, is concerned with maintenance of a good bond rating. The Council will use the metropolitan agency debt indicators developed in the indicators section (which follows) to monitor factors that affect bond ratings of the metropolitan agencies, but without imposing a defined dollar limit on the amount of bonded indebtedness appropriate for them. These indicators include total debt of the metropolitan agencies, total debt of other governments in the region, debt per dollar of assessed valuation and debt per household.

The Council's entire planning process is geared to making sound, long-range investment decisions for the region and for the metropolitan agencies. Where appropriate and in the region's interest, the Council will consider methods of creative financing such as variable rate and zero coupon bonds.

5. USE OF PUBLIC REVENUE SOURCES

The Council is concerned with the appropriateness of public revenue sources used to finance public goods and services. Examples of such sources include transit fees, park entry and program fees, local inspection fees, tipping fees, water and sewer charges. For the regional agencies, the Council supports meeting additional revenue needs through user fees, expansion of other existing sources or by new benefit-related excise taxes. Broad-based tax sources (e.g., sales, payroll or income taxes) should be reserved for multifunctional needs rather than used piecemeal for individual functions. The Council will use these principles when reviewing proposals financed by public revenues and when developing or reviewing proposed legislation.

In evaluating alternative revenue sources, the Council will look at who receives benefits, what tax sources are being considered and what fees

might be used. The Council will also monitor the use of various tax bases in the region and the purposes behind those uses.

MONITORING INVESTMENT DECISIONS

METRO INVESTMENT REVIEW REPORT

While the Council defines its priorities for investment in broad terms in the development policies of this document and in the more specific policies in its system plans, most of the Council's investment decision-making concerns agency programs or individual projects brought before it for review.

To determine whether the sum of its individual investment decisions is consistent with its regional development priorities, the Council will analyze investments using the following categories and report annually to the legislature on its results. These categories represent a summary of the broad framework policies expressed earlier in this document. Mandated projects will be assigned to the category most appropriate to the activity funded.

1. Maintain facilities and services, stimulate redevelopment within the urban service area and ensure the best use of investments already in place to serve both existing and future development.
2. Provide for planned regional growth within the urban service area.
3. Serve unanticipated growth within the urban service area.

As previously discussed, regardless of the category, the Council assigns a further priority to economic development over residential development.

Evaluation of the relative level of investment in each category on a functional and, where possible, on a cross-functional basis may lead to reconsideration of the priority of investments and to redirection of Council investment plans. The Council will use the indicators developed in the fiscal profile report in the investment analysis so that priorities can be related to economic trends or to revenue and debt considerations and adjusted appropriately.

FISCAL PROFILE REPORT

The financial ability of the Council and the regional agencies is affected by the financial activities of other governments in the region; in turn, regional finances affect local financial capacity. The Council will periodically publish a report covering expenditures, revenues and debt of the various levels of government in the Metropolitan Area. The report will analyze trends in the financial data, update the economic and fiscal indicators and relate local government fiscal trends to national and regional economic trends and to revenue and debt trends.

ECONOMIC INDICATORS

Another important investment-associated responsibility of the Council is to monitor the public fiscal health of the Metropolitan Area. The Council has developed a series of economic/fiscal indicators and will update them regularly to help the Council determine the soundness of the region's fiscal health.

The indicators recommended in this document are geared to giving the Council a general picture of fiscal trends in the region. The Council will exercise its judgment on what is needed based on functional needs and the impacts new investments will have on regional fiscal trends. When the Council revises its policy plans for the metropolitan agencies, reviews development programs of those agencies or looks at new proposals from the governor or legislature, it will examine impacts on the indicators developed in this document.

The data on regional economic indicators, metropolitan agency revenue indicators and metropolitan agency debt indicators (see Figure 3) will also be used in the metropolitan agency reviews and the Council's metro investment review report and fiscal profile report.

Figure 3

MONITOR FISCAL HEALTH OF THE REGION		
<u>Regional Economic Indicators</u>	<u>Metropolitan Agency Revenue Indicators</u>	<u>Metropolitan Agency Debt Indicators</u>
<ol style="list-style-type: none"> 1. Personal income. 2. Employment growth. 3. Unemployment rates. 4. Industrial mix. 	<ol style="list-style-type: none"> 1. Total regional revenue. 2. Regional revenue per household. 3. Regional revenue to assessed value. 4. Regional revenue to personal income. 5. Share of revenues by type. 	<ol style="list-style-type: none"> 1. Total debt in region. 2. Total regional agency debt. 3. Regional agency debt to total regional debt. 4. Regional agency debt to assessed value. 5. Regional agency debt to personal income. 6. Regional agency debt per household. *7. Regional agency debt service. 8. Regional agency debt service to assessed value. 9. Regional agency debt service to personal income. 10. Regional agency debt service to household income. 11. Regional agency debt service as percent annual expenditures.
<p>*Indicators 7 through 11 are on an annual basis.</p>		

PLANNING AND INVESTMENT PROCEDURES:
THE COUNCIL AND METROPOLITAN SYSTEMS

The Metropolitan Council is concerned with managing metropolitan systems in ways that will help realize the objectives for long-term development of the region as reflected in the discussion of the geographic policy areas. The following metropolitan system guidelines provide direction to the Council's systems for developing the more detailed policies and programs contained in the individual system plans. The metro governance process explains the procedures for carrying out the guidelines through the actions of the regional commissions.

METROPOLITAN SYSTEM GUIDELINES

The Council has committed to providing regional services and facilities within the urban service area. However, the Council will not support development of facilities substantially in excess of forecast need. The challenge to the Council and commissions is to find the middle ground between the over building and undersizing of essential facilities.

Some facilities that deliver services to the urban service area will have to be physically located within the rural service area even though they primarily serve people living in the urban service area. This may result from land requirements, the location of natural resources or the need for interregional connections. For example, solid waste landfills with requirements for large acreages will likely have to go in the rural service area; sand and gravel extraction and regional parks depend on the location of the resource base and often occur in the rural service area; and highways, power lines and pipelines that tie this region to other parts of the state and nation will have to traverse the rural service area. When urban facilities must be located in the rural area, they will be located, developed and operated in a manner that minimizes interference with agriculture and the rural settlement pattern.

SEWERS

Only land within the urban service area will receive central sewer service. Service will be provided in accordance with regional and local staging as outlined in the Council's sewer policy plan and local comprehensive plans that are in conformity with the Council's regional plan. The Council will take the necessary actions to provide metropolitan interceptors and wastewater treatment plants adequate to transport sewage generated by users in the urban service area and to treat it to the extent necessary to meet the requirements of the national pollution discharge elimination system permit for each treatment plant. Central sewer service currently provided in rural centers can continue at levels consistent with each center's ability to finance and operate systems locally.

The Council will assure the continuation of service adequate to meet the needs of development currently receiving regional sewer service. In order to meet this commitment, the Council emphasizes the need to monitor the condition of older sewers and sewers with a history of problems as well as the trends in sewage volume as opposed to design capacity.

The Council will also work for increased coordination between the sewer and the solid waste system in the area of planning and project development of

composting and co-composting. Recycling residuals from the waste treatment process with municipal solid waste may help resolve disposal problems confronting both the sewer and the solid waste systems.

TRANSPORTATION

Metropolitan highway improvements will be planned and developed to serve the needs of residents in the urban service area, including the freestanding growth centers. Highways will be provided in accordance with the Council's regional transportation policy plan and local comprehensive plans that are in conformity with the Council's regional plan. Varying levels of highway service will continue to exist in the urban service area due to travel behavior, development patterns and the nature of highway facilities, but efforts will be made to provide a reasonable level of metropolitan highway service throughout the urban area.

The Council has little direct control over metropolitan highway development. The Minnesota Department of Transportation constructs and maintains most of the roads on the metropolitan system. However, the Council has the authority to conduct highway planning and to approve controlled-access highway project proposals. In addition, the Council has approval authority for interchanges and roadway priorities.

Highway planning is very important because the ability of people to take advantage of the opportunities the area offers and to acquire essential goods and services depends on having a good highway system and on keeping it operating well. This means roads on the existing system must be able to provide the type and level of service designated in the Council's transportation policy plan. Traffic management strategies or new construction will be necessary when traffic volumes approach design capacities, when road conditions pose hazards and slowdowns, and when new developments are proposed that differ substantially from assumptions made in the regional transportation plan. Local governments will have primary responsibility for carrying out traffic management strategies. New sources may share the responsibility for funding new construction with the traditional county, state and federal sources. New sources may include the region, local governments and the private sector. With the potential for funding and operational limitations, denying access to the regional system may also be necessary for unplanned new developments.

Highway planning should also address air pollution caused by heavy concentrations of auto, truck and bus traffic. Although this problem has traditionally been associated with the two metro centers, it is a growing problem in the regional business concentrations where highways are reaching capacity.

Buses operating on the streets and highways will probably dominate public transit service through the remainder of the century. This does not preclude the introduction of some fixed-guideway facilities in heavily traveled corridors, but costs and time constraints work against a massive shift in form over the next 15 years. Nevertheless, the Council will continue to seek creative, forward-looking solutions to transit service problems.

Locations with large numbers of households and/or high employment in relatively small areas offer good potential for public transit service. It is also important to provide transit to the people who have no other way to travel.

This generally means elderly, handicapped, low-income and young people. Providing service to these people will probably involve above-average subsidies.

Some parts of the urban service area with low-density development may be served only by paratransit on a demand basis. This is also true for some of the transit-dependent people who live in low-density areas or cannot use the public system. Regularly scheduled regional transit service will not be provided to the rural service area, but residents of the area can arrange for and finance public transit or public paratransit on their own if they so desire. This does not preclude the Council or the Regional Transit Board from becoming involved in planning for the special mobility needs of elderly and handicapped people in the rural service area or for the use of public funds specially appropriated for this purpose.

PARKS

The regional parks and open space system includes facilities in both the urban and rural service areas. Regional recreation open space will be acquired to serve the needs of today's urban population and to preserve outstanding natural and recreation resources for the future population. Facilities will be developed according to priorities in the Council's regional park plan, which will emphasize the needs of residents in the urban service area.

AIRPORTS

Every effort will be made to get the maximum use out of the existing airport system, consistent with the Council's airport policy plan. This is especially important for the "major" and "intermediate" airports, all of which are located in the urban service area. These facilities should continue to operate and to operate safely even if it requires substantial upgrading of existing facilities and modifications or controls on nearby land uses and development proposals. Land use compatibility is critical to ensure future as well as current adequate operations at the regional airports.

If a new "minor" airport site is needed, lands in the commercial agricultural area as defined in this document should be avoided. In addition, the only facilities developed on or adjacent to the airport should be those directly involved with making it useable and safe.

OTHER AREA SYSTEMS

This framework focuses on the four metropolitan systems of sewers, transportation, regional parks and airports because the Council has special obligations and responsibilities for them and because of their special designation of "metropolitan systems" under the Metropolitan Land Planning Act. However, the Council also has planning responsibilities for several other systems that serve the residents of the Metropolitan Area. Currently, the Council has adopted plans dealing with housing, health, solid waste, surface water drainage, juvenile justice and water resource as well as major position papers on the aging, arts and development disabilities. All of these planning documents and the programs associated with them contribute to metropolitan resource management. The Council must direct attention to the impact of this framework and metropolitan system plans on these other area plans and programs, as well as the extent to which the other plans and programs modify the development and investment framework and metropolitan system plans.

The Council also recognizes that numerous interrelationships exist among the other area system plans and the metropolitan system plans. Examples include aging and health, transportation and housing, and sewers, solid waste and water resources.

For some of the other systems, the relationships are less obvious. However, all of the systems, whether designated as metropolitan or not, have the following in common: a) assumptions about future directions of area-wide growth and change and reliance on a uniform set of forecasts; b) accountability to Council legislative mandates; c) concern with orderly and economic development; d) adherence to the same process of regional planning and decision-making; and e) reliance on the area's population for most of their financial support.

METRO GOVERNANCE PROCESS

The Council shares its responsibility for regional services with regional commissions and boards that are operating agencies in themselves or that give direction to agencies that operate the regional services. The coordination between planning for and delivery of regional services is the first purpose of the metro governance process. The second purpose is to provide accountability for the regional service system to the legislature and to the public.

The objectives of metro governance are identical for all regional services:

1. To ensure that the delivery of each regional service is consistent in timing, sizing, location and priority with the Council's plans and policies for the region; and
2. To provide complete, accurate and comparable information and analysis on the level of service provided, the areas and populations served, the costs of providing the service and financing methods so that the legislature and the public can measure its worth to the region.

Planning and budgeting processes for regional services are not identical. The metro governance process applies fully to the regional sewer and transit agencies; the airports and parks agencies participate to a lesser extent. The sewer and transit agencies prepare five-year detailed implementation plans designed to carry out the Council's plans; these include five-year capital improvement programs. The airports and parks prepare capital improvements programs only with no implementation plans. In addition, the Regional Transit Board and the Metropolitan Waste Control Commission prepare financial plans that project revenues and expenditures for three years beyond the current-year budget. Each year all agencies prepare capital and operating budgets that should be consistent with implementation plans, capital improvement programs and financial plans. The planning and budgeting processes established by law for each of the four major regional agencies are depicted in Figure 4.

RESPONSIBILITIES IN THE METRO GOVERNANCE PROCESS

Responsibilities of the Metropolitan Council

1. Preparation of the Metropolitan Development and Investment Framework

The Council has the responsibility to prepare the framework, which contains long-range goals for the region and includes development and investment policies for achieving those goals. The framework establishes broad-based

METRO GOVERNANCE
EXISTING STATUTORY RELATIONSHIPS

TRANSIT	Council	Prepares policy plan	Approves implementation plan	Approves three-year financial plan	Approves capital budget ¹
	RTB		Prepares implementation plan	Prepares financial plan	Prepares capital budget
SEWERS	Council	Prepares policy plan	Approves implementation plan	Approves three-year financial plan	Approves capital budget ¹
	RTB		Prepares implementation plan	Prepares financial plan	Prepares capital budget
PARKS	Council	Prepares policy plan	Approves CIP and master plans		
	MPOSC		Prepares CIP; reviews master plan		
AIRPORTS	Council	Prepares policy plan	Approves master plan		Approves capital projects ²
	MAC		Prepares CIP; prepares master plans		Prepares capital budget

¹Approval authority until 1990 fiscal year budget.

²Projects over \$5 million at Minneapolis-St. Paul International, over \$2 million at other airports.

priorities for regional investment. In addition, the timing, sizing and location of metropolitan facilities and services are planned, based on forecasts of population, households and employment contained in the framework. The framework also establishes parameters and conditions for metropolitan services and gives general direction for further elaboration in the regional plans for individual metropolitan systems contained in the Metropolitan Development Guide.

2. Preparation of Policy Plans in the Metropolitan Development Guide

The Council also prepares more specific and detailed plans to direct the metropolitan systems (sewers, transportation, airports and parks) and solid waste. The purpose of these plans is to refine the broad, long-range framework policies in terms of individual regional services provided by the operating agencies. The policy plans provide specific direction on development and investment policies, on procedures to be followed and on reports to be made to the Council. They also include a financial component with estimates of the costs of implementing the plan and revenue sources needed and available. The metropolitan system plans are the direct link in oversight between the Council and regional agencies.

The Council will conduct a comprehensive review of each policy plan at least every five years. Before adopting a revised plan, the Council will submit it to the affected regional agency for review and comment. Amendments to the plan may be initiated by either the Council or the regional agency.

The Council will not approve any investment or service unless it is in substantial conformity with the appropriate policy plan.

3. Review of Agency Plans, Programs and Budgets

The Council has review and approval authority for sewer and transit implementation and financial plans. If these are to be consistent with Council policies and plans, they must reflect Council priorities and timing. The Council also approves capital programs for parks and capital budgets for airports based on their consistency with Council policy plans.

Because the development and investment framework emphasizes maintenance and replacement of existing facilities as its foremost priority, the Council will review agency plans, programs and budgets to determine whether adequate provision has been made for this priority. The Council defines maintenance as making the improvements necessary to allow a facility to reach its intended useful life. Both routine and major maintenance programs for regional facilities are necessary to enable a facility to reach its intended useful life. Disregard for maintenance has a direct effect on the Council's capital financing responsibilities.

The Council also has an interest in commenting on the financing of regional services to the extent that financing has an effect on the achievement of regional objectives. Using the agency financial plan as the basis for information on revenue sources, the Council will comment to the legislature on the following:

- a. The effect of any changes in the amount or type of revenue sources on the persons or area paying and the benefit received.

- b. The effect of any changes in revenue sources or financing on the achievement of regional objectives.
- c. The effect of any changes in revenue sources or financing on the use of the service involved.
- d. The fiscal impact on the Metropolitan Area, especially related to debt service needs, capital and maintenance funding and the impact on local governments' revenue-raising abilities.

The Council will also review and comment on whether agencies are providing adequate funding to meet the scheduled debt service payments. The Council will ensure, in those instances where it is responsible for debt service payments, that the regional agencies include sufficient funds in their financial plans to maintain reserves for debt service.

4. Coordinative Role for Regional Financial Planning

The Council will provide a coordinating and information-sharing role for all existing and proposed revenues and expenditures of the regional agencies. The legislature has established a regional agency committee to participate in planning for regional financing needs and to assist the Council in reporting on the financing of regional services. Using the agencies' financial plans and implementation programs, the committee will be able to anticipate revenue or financing problems across the range of regional services. In addition the committee will be responsible for developing common budget and financial reporting formats and procedures for use by regional agencies.

5. Reporting to the Legislature and the Public

Each year the Council will prepare and deliver a report to the legislature that includes the following:

- a. A summary of regional service plans and measurements of achievement. The metro investment review report, summarizing the relationship between regional priorities and regional investments, will be one element of this report.
- b. A summary and analysis of financial plans for regional services.
- c. An evaluation of existing and proposed revenue sources for regional services.

Responsibilities of the Regional Agencies

For the metro governance process to work effectively, there must be complementary action by the regional agencies. The responsibilities of the regional agencies include the following:

1. Preparation of Five Year Plans to Provide Regional Services

The regional agencies' response to the broad long-range directives of the development and investment framework and the more specific directives of the policy plans in the Metropolitan Development Guide comes in the form of

five-year plans in which the agencies analyze alternatives and recommend measures to implement the Council's long-range regional plans. In the past these mid-range plans focused exclusively on capital improvements. However, a broader approach is needed. Thus, in the future the Council will expect the Regional Transit Board and Metropolitan Waste Control Commission and other regional agencies, where appropriate, to include service plans as well as plans for capital facilities in their mid-range plans.

Service plans indicating the area, level and type of service are most appropriate where capital is not fixed in its location or use; but they are also appropriate for fixed facilities in analyzing alternatives for new service or when reviewing existing facilities for rehabilitation, renovation, upgrading, expansion or abandonment. Regional system plans will specify the level of detail for capital and service planning for each agency.

The mid-range plans and capital programs are required to provide extensive detail identifying projects and financing for a five-year period. The development and investment framework and the specific regional system plans, on the other hand, plan for the year 2000. Although the Council does not expect the agencies to plan to the year 2000 with the level of detail provided for the upcoming five years, these agencies do need to anticipate change that may affect the delivery of service. The Council expects each agency to project its anticipated level of expenditures and sources of revenues to the year 2000. The Council also expects the agencies to base these projections on its forecasts of population, households and employment and on the agency's awareness of technological advances or other changes that may affect future service delivery. The agency should indicate its potential response to these changes and actions that the Council should consider to mitigate any adverse effects.

Council review of the mid-range plans and programs and capital budgets will focus on their consistency with the framework and with the appropriate regional policy plan. The Council may approve or disapprove agency plans, programs and budgets in whole or in part. If required by Council action, the regional agency will revise its proposals as directed. The relevant policy plan will specify timing and content for each agency's required submissions.

No capital improvements or services shall be undertaken by a regional agency unless they are included in its plan or specifically approved by the Council.

2. Linking Planning and Budgeting

The regional agencies should use their programs and financial plans to define needs, develop alternatives and evaluate cost-effectiveness as part of the process of making investments in services. Including adequate information in these documents provides a systematic means of linking long-range development planning to shorter range capital planning and annual budgeting, recognizing that planning and budgeting are complementary functions.

In their implementation and financial plans and in their capital programs and budgets, regional agencies should address:

- a. Regional objectives to be achieved;
- b. Regional population to be served;
- c. Alternatives considered and cost-effectiveness of each;
- d. Recommended approach and the reasons for selection; and
- e. Performance criteria.

3. Financial Planning

The objective of the metro governance process is a more efficient, effective and accountable regional service delivery system and faced with shortages of revenues to support regional services, the Council recognizes the need for planning to move beyond the physical location and sizing of facilities into the arena of finance. The 1984 legislation creating the Regional Transit Board included the requirement of a financial plan to assure that adequate financing is or will be available to fund needed regional services. In 1986 the legislature extended that requirement to the Metropolitan Waste Control Commission. The financial plan uses the current operating budget as its base year and provides projections of revenues and expenditures for three succeeding years. The regional agencies, to the extent appropriate, should include the following information in their financial plans:

- a. The expected level of public expenditure, both capital and operating, and the expected sources of funds including: 1) proceeds of bond issues; 2) levels of taxes and the areas in which they will be levied; 3) user charges; 4) state and federal grants; and 5) other sources including investment income.
- b. A plan and schedule showing the distribution of funds among various services and service areas, and markets and providers where appropriate.

PLANNING AND INVESTMENT PROCEDURES:
THE COUNCIL AND LOCAL UNITS OF GOVERNMENT

Since the passage of the Metropolitan Land Planning Act in 1976, the relationship between the Metropolitan Council and local units of government has focused on the requirements in the act. Essentially, the act requires local governments and the Council to continually review and modify growth expectations and corresponding regional facility needs. Either the Council or a local unit can initiate a change. The following procedures relate to potential changes.

REGIONAL/LOCAL PLANNING PROCESS

Since this framework is the keystone for all Council policy, the regional/local planning process starts with the framework. The Council will thoroughly review and revise the framework after it receives and analyzes information from each federal decennial census. The Council will complete a more general review at five-year intervals after each census-based revision. Adequate census data is usually available to the Council within about two years after completion of the census.

The census provides the data needed to revise population, household and employment forecasts, which in turn, drive urban land supply and regional facility needs. Changes in the forecasts may subsequently necessitate changes in regional system plans and metropolitan system statements. System statements inform local governments about Council forecasts, plans for regional facilities and other Council plans, including the development and investment framework and how these plans will affect them. Changes in system plans may require regional agencies to revise their plans for regional facilities. Changes in system statements may require local units to amend their comprehensive plans to maintain consistency with regional plans.

State law also requires that the Council reevaluate regional system plans at regular intervals. Whether system plan changes result from this periodic review, changes in development framework forecasts or other outside influences, the Council will transmit all changes to local governments shortly after they are adopted.

To reduce confusion about what changes in regional plans directly affect individual local governments, metropolitan system statements will clearly indicate which geographic areas and/or groups will be most affected by the changes. In addition, the Council will transmit all system changes that occur in a calendar year in a single annual system statement. This means that local governments can consider all system plan changes made during a 12-month period concurrently.

CHANGES IN THE URBAN SERVICE AREA

The Council will also reevaluate the metropolitan urban service area every five years in conjunction with its revision of municipal forecasts. Shorter time periods are inadequate for projecting trends and even a five-year span is questionable.

The Council will consider expanding a local government's urban service area if changes in forecasts indicate a need for additional urban land or if a local government has less than a five-year overage of vacant, developable land.

If a local government wants to develop vacant land currently outside the urban service area but adjacent to it, without changing the total size of its service area, the Council will consider a land trade. A land trade involves trading vacant, developable land inside the urban service area for vacant, developable land outside the urban service area, provided that metropolitan systems are not adversely affected.

The Council may consider revisions to the urban service area more frequently if a local government can clearly demonstrate that it is growing faster than the Council forecast or that it has less than a five-year overage of vacant, developable land. However, the Council will consider interim revisions with great caution to avoid rendering the area-wide forecasts and system plans meaningless. The appendix includes specific guidelines governing this process.

CHANGES TO A LOCAL COMPREHENSIVE PLAN

The Council has established a plan amendment review process that, up to the present, has operated satisfactorily. However, more and more local governments are submitting major amendments to their plans that require more supporting data than stipulated in the current amendment procedures. The Council will revise its amendment procedures to more adequately address major plan amendments.

On the other hand, the Council still reviews the majority of the amendments it receives within a 10-day period. The Council is committed to keeping the basic review process efficient and effective and will continue to streamline its procedures wherever possible.

RELATIONSHIP BETWEEN COMPREHENSIVE PLANS AND ZONING ORDINANCES

The land planning act requires that local governments not adopt any official controls that are in conflict with their comprehensive plans or with regional system plans. However, the act does not specifically address official controls in place prior to the adoption of the plans. Zoning ordinances are the primary tools used by local governments to carry out their comprehensive plans.

The Council's primary concern with consistency between planning and zoning relates to the provision of regional systems. The Council has committed to providing regional systems based on its forecasts and local plans consistent with those forecasts. If a local government develops according to preexisting zoning that is in conflict with the comprehensive plan and if that development has greater service requirements than the planned use, the local government risks running short of regional system capacity. Consequently, local governments that identify such conflicts between their preexisting zoning and comprehensive plans need to prepare a plan amendment addressing what measures they will take to resolve these conflicts.

INTERCOMMUNITY PLANNING PROCESS

The land planning act not only addressed the need for local governments to consider regional plans; it also directed them to discuss the effects of their plans on adjacent governmental units and school districts. The act, in fact, requires that local units circulate their plans to neighboring jurisdictions

six months before they formally transmit them to the Council. If differences surface between communities, the act also states that the Council can mediate these disputes.

Although few intercommunity incompatibilities surfaced during the initial land planning act process, the Council recognizes the on-going importance of achieving intercommunity compatibility in land use and facility planning. As local plans are amended, the Council will work with local governments to develop guidelines to address this area. If necessary, the Council will amend its administrative guidelines to clarify intercommunity planning needs. Part of such an approach might incorporate an analysis of intercommunity impacts in the plan amendment process.

SCHOOL DISTRICT CAPITAL IMPROVEMENT PROGRAMS

The land planning act required school districts to submit capital improvement programs to the Council for review on a one-time basis and thereafter to submit only major changes. However, sharing information related to projected school facility needs on a regular basis is beneficial, particularly to affected local governments. Just as local governments provide information on all changes in their plans with adjacent local governments and school districts, the Council encourages school districts to provide facility-related information to affected local governments.

LOCAL/REGIONAL COST-SHARING

The Council will consider local/regional cost-sharing at the request of a local government. Local and regional cost-sharing is a promising way to help provide regional systems in a period of limited financial resources. The Council supports sharing costs for regional facilities between metropolitan levels of government and local government within appropriate guidelines. The Council will enter into cost-sharing if it can demonstrate a net benefit to the region and project consistency with development framework policies. Before entering into such an agreement, the Council will also make sure that outside funding is not significantly changing the priorities in the affected regional system and that the integrity of the regional systems not directly affected is maintained. The Council will take care to ensure equitable allocation of the costs to and use of the "shared" facility by the affected local governments.

WORK PROGRAM

The Metropolitan Council does not intend the development and investment framework to be a static document. The Council has established processes for changing the framework and has set up certain time tables for updating it. In addition, the following work program sets out a series of tasks, some of which the Council has already started, in support of the goals and policies of the framework.

1. Establish Comprehensive Monitoring and Evaluation Program

The development and investment framework establishes goals for the region and policies that support those goals. The framework also discusses a monitoring and evaluation program to help the Council assess whether or not its actions and the actions of the regional agencies and local governments are actually working toward achieving Council goals. The Council will develop such a program as well as establish how often it will evaluate the effectiveness of the framework and how it will report the results.

2. Develop Better Information Base on Regional Maintenance and Expansion Needs

The development and investment framework strongly supports maintenance of metropolitan facilities. Making maintenance a priority directly affects the Council's ability to provide funding for expansion. The costs involved in maintenance are unclear in the absence of comprehensive information on the age and condition of existing metropolitan systems. More is known about expansion needs because they are tied to forecasts and form the basis for plans of the operating agencies and the Minnesota Department of Transportation. The Council proposes to coordinate with the affected agencies to develop a comprehensive, systematic approach for obtaining the necessary information to assess what share of the region's fiscal resources will be needed to support its maintenance policy.

3. Integrate Human Services Component into Framework

The introduction to this document identifies several major trends in the region, including the growing need for job retraining, the persistence of poverty and the slowdown of growth. The Council also has human services programs that address these and other trends and issues, including the aging of the baby-boom population.

The Council intends to expand the development and investment framework to better integrate human services and to provide direction about these trends to its human services programs as it now provides direction to physical programs. In the future, the framework will not only provide direction for investment in physical facilities, it will also provide direction for investment in human resources.

4. Explore Alternative Regional Financing Options

This region is experiencing dramatic cutbacks in federal and, to a lesser extent, state financial support for the kind of major facility building and improvements made in the past. This is particularly true for highways, transit and sewers. Part of the reason this document emphasizes resource management is that change will still require investment for maintenance,

upgrading and expansion. With traditional sources declining, the Council will explore other options, some of which have been touched on in the framework. These options may include new metropolitan sources, greater local participation and/or private sources. Options may vary with individual systems. For example, with transportation, the Council may consider the use of development-impact fees or highway-corridor assessment districts which other regions in the country have used to meet increasing highway capacity demands.

5. Refine the Regional Business Concentration Concept

The development and investment framework represents the first step in establishing the concept of a regional business concentration. The Council will continue to study its major business areas, looking at other potential criteria for determining what constitutes a regional business concentration, including the use of forecasts to anticipate where growth may occur. If the Council formulates a set of criteria different from that contained in this framework, the framework will be revised accordingly. In any case, the Council will also address the issue of how often to update its base information on the concentrations.

The Council will also consider the possibility of identifying nodes of special importance to the region within all or some of the concentrations as well as criteria for identifying such nodes. In addition, the Council will consider whether it should focus on strategies to direct growth in business concentrations, for example in clusters or along corridors, through regional investments or other means (Council reviews).

6. Revise Plan Amendment Procedures

The Council will consider at least two major areas of change in its plan amendment procedures. The Council will determine what additional information local governments will need to submit for major amendments to their plans and what criteria it will use to define "major amendments."

The Council will also look at adding a step similar to the original plan submission process, whereby the Council has a short period of time to determine the adequacy of a local submission prior to commencing the review. This step would apply to major amendments.

APPENDIX A
FORECASTS OF POPULATION, HOUSEHOLDS AND EMPLOYMENT
BY COMMUNITY FOR 1990 AND 2000

The development expectations reflected in the Metropolitan Development and Investment Framework are expressed as forecasts of population, households and employment for the Metropolitan Area and for each of its 187 cities and townships. The forecasts for 1990 and the year 2000 are lower than those made for the 1978 revision to the development framework. They reflect a further decline in growth rates which is not unique to this area, but is the trend nationally.

The Council's forecasts reflect what is likely to happen to birth and death rates, migration in and out of the state, household size, the economy, housing preferences, including housing locations and similar factors.

REGIONAL FORECAST METHODOLOGY

The Council used separate methods to prepare its population and employment forecasts. The Council used the cohort survival method to obtain one set of population, household and labor force forecasts. It also used a regression analysis comparing local and national trends to obtain regional employment forecasts. The Council then compared the labor force and employment forecasts as a check on the accuracy of the two methods.

FORECAST METHODOLOGY FOR CITIES AND TOWNSHIPS

The Council prepared an independent set of forecasts for each city and township. The Council forecast households first, then population and finally employment. Close examination of recent trends helped determine each city's or township's forecasts. The Council examined household change from the 1970 to the 1980 Census. Annual residential building permits from 1970 to 1984 furnished another indicator of change. The Council also looked at local growth limitations, such as zoning restrictions or a dwindling land supply. The Council obtained this information from local plans and contacts with local planners.

The Council then totaled the forecasts for each community and compared the total to the regional forecasts. The Council made minor adjustments to individual community forecasts to maintain the regional control total.

ANOKA	POPULATION			HOUSEHOLDS			EMPLOYMENT		
	1980	1990	2000	1980	1990	2000	1980	1990	2000
ANDOVER	9387	11900	12900	2469	3400	3800	310	400	500
ANOKA	15634	15700	16000	5382	5900	6200	11200	13000	13000
BETHEL	272	250	240	93	100	100	50	150	200
BLAINE	28558	39000	45000	8474	12500	15000	5500	11000	13000
BURNS TWP	1976	2300	2600	136	700	800	100	100	100
CENTERVILLE	734	1100	1200	214	350	400	160	250	400
CIRCLE PINES	3321	4800	5300	922	1500	1700	520	1000	1000
COLUMBIA HEIGHTS	20029	20000	20000	7343	7900	8100	5100	6000	7000
COLUMBUS TWP	3232	3700	4000	870	1100	1200	100	200	200
COON RAPIDS	35826	50000	57000	10336	16000	19000	10200	15000	19000
EAST BETHEL	6626	7400	7800	1955	2400	2600	260	300	400
FRIDLEY	30228	31000	30000	10416	11000	11200	22000	32000	36000
HAM LAKE	7832	9200	9300	2226	2700	2900	310	500	600
HILLTOP	817	810	810	453	450	450	310	300	400
LEXINGTON	2150	2100	2000	746	800	800	520	1000	1000
LINO LAKES	4966	7000	7700	1388	2100	2400	520	1100	1500
LINWOOD TWP	2839	3200	3400	833	1000	1100	50	100	100
OAK GROVE TWP	3926	4400	4800	1093	1300	1500	100	200	200
RAMSEY	10093	12200	12600	2660	3300	3500	310	400	600
ST. FRANCIS	1184	2100	2900	355	700	1000	520	1500	2000
SPRING LAKE PARK	6477	7200	7300	1992	2400	2500	1900	3000	3500
	196107	235360	252850	60756	77600	86250	60040	87500	100700
CARVER									
BENTON TWP	939	950	990	260	280	300	210	200	200
CAMDEN TWP	898	900	930	257	280	300	50	50	50
CARVER	642	680	780	218	250	300	210	400	400
CHANHASSEN (PART)	6359	9000	10000	2075	3200	3700	1000	2500	3200
CHASKA	8346	10200	10800	3006	3900	4300	3600	5500	6500
CHASKA TWP	205	260	320	59	80	100	160	200	200
COLOGNE	545	650	690	202	250	275	100	100	100
DAHLGREN TWP	1225	1300	1300	331	370	400	50	100	100
HAMBURG	475	500	540	173	200	225	50	50	50
HANCOCK TWP	391	430	480	108	130	150	50	50	50
HOLLYWOOD TWP	1100	1100	1200	314	350	375	50	50	50
LAKETOWN T	2424	2600	2700	521	550	600	100	200	200
MAYER	388	360	400	142	150	175	50	100	100
NEW GERMANY	347	380	420	130	150	175	50	50	50
NORWOOD	1219	1200	1200	442	480	500	420	600	600
SAN FRANCISCO TWP	650	740	830	194	240	275	50	50	50
VICTORIA	1425	2200	2700	427	700	900	310	600	600
WACONIA	2638	3100	3400	988	1300	1500	1800	2200	2500
WACONIA TWP	1402	1500	1500	408	500	525	50	50	100
WATERTOWN TWP	1429	1500	1600	412	450	500	100	200	200
WATERTOWN	1818	2300	2500	658	900	1000	360	600	700
YOUNG AMERICA TWP	952	960	960	274	290	300	50	100	100
YOUNG AMERICA	1237	1450	1550	414	500	550	350	400	450
	37054	44260	47790	12013	15500	17425	9220	14350	16550

DAKOTA	POPULATION			HOUSEHOLDS			EMPLOYMENT		
	1980	1990	2000	1980	1990	2000	1980	1990	2000
APPLE VALLEY	21818	31000	37000	6376	10500	12500	2000	5000	7000
BURNSVILLE	35674	43000	49000	12080	16000	18700	13200	22000	28000
CASTLE ROCK TWP	1340	1400	1500	395	450	500	50	100	100
COATES	207	230	280	65	80	100	50	50	50
DOUGLAS TWP	614	610	660	164	180	200	50	50	50
EAGAN	20700	40000	50000	6824	15400	20000	8400	20000	27000
EMPIRE TWP	1224	1400	1600	360	450	500	100	200	300
EUREKA TWP	1268	1600	1800	373	500	600	50	200	200
FARMINGTON	4370	5500	6100	1511	2025	2300	2500	3500	4000
GREENVALE TWP	654	700	780	190	220	250	50	50	50
HAMPTON TWP	848	1100	1200	223	300	350	50	100	100
HAMPTON	299	340	350	101	120	130	100	200	200
HASTINGS	12827	14200	14800	4201	4900	5300	6400	7500	8000
INVER GROVE HEIGHTS	17171	21000	23000	5551	7600	8600	2600	6000	7000
LAKEVILLE	14790	20000	23000	4337	6500	7500	2700	6000	7000
LILYDALE	417	470	510	222	275	300	100	200	200
MARSHAN TWP	1655	1900	2000	431	550	600	100	100	100
MENDOTA HEIGHTS	7288	9000	10200	2210	3000	3500	2800	5000	6000
MENDOTA	219	250	240	80	100	100	130	200	200
MIESVILLE	179	180	170	49	50	50	50	100	100
NEW TRIER	115	170	170	31	50	50	50	50	50
NININGER TWP	774	850	990	201	250	300	100	200	300
RANDOLPH TWP	385	480	540	118	150	175	50	50	50
RANDOLPH	351	360	360	110	120	125	100	100	100
RAVENNA TWP	1683	1900	1900	433	500	525	50	50	50
ROSEMOUNT	5083	7100	8100	1456	2300	2700	4300	5000	6000
SCIOTA TWP	242	280	300	75	90	100	50	50	50
SOUTH ST. PAUL	21235	20000	20000	7748	8100	8200	7400	8000	8000
SUNFISH LAKE	344	360	410	107	125	150	50	100	100
VERMILLION TWP	1070	1200	1300	281	330	375	50	50	50
VERMILLION	438	560	620	123	175	200	50	100	100
WATERFORD TWP	486	470	520	164	175	200	100	100	200
WEST ST. PAUL	18527	17700	17300	7501	8300	8500	7700	10000	12000
	194295	245310	276700	64091	89865	103680	61530	100400	122700

HENNEPIN	POPULATION			HOUSEHOLDS			EMPLOYMENT		
	1980	1990	2000	1980	1990	2000	1980	1990	2000
BLOOMINGTON	81831	89000	92000	28660	34000	36500	59000	75000	90000
BROOKLYN CENTER	31230	30000	30000	10751	11600	11800	10600	14000	14000
BROOKLYN PARK	43332	56000	63000	15268	21500	25000	7200	15000	21000
CHAMPLIN	9006	13000	16000	2733	4300	5500	440	1000	1500
CHANNIASSEN (PART)	0	0	0	0	0	0	300	1000	1300
CORCORAN	4252	5100	5600	1243	1600	1800	230	200	200
CRYSTAL	25543	24000	23000	8977	9500	9500	6000	6500	6500
DAYTON (PART)	4000	5000	5600	1161	1500	1700	100	200	300
DEEPHAVEN	3716	3500	3400	1223	1300	1300	160	300	300
EDEN PRAIRIE	16263	36000	45000	5383	13000	17500	12200	29000	38000
EDINA	46073	45000	46000	17961	19500	19800	41000	52000	54000
EXCELSIOR	2523	2900	2700	1149	1400	1400	3000	3000	3000
FORT SNELLING	223	200	200	17	20	20	20000	22000	22000
GOLDEN VALLEY	22775	22000	22000	7597	8200	8400	30000	33000	33000
GREENFIELD	1391	1700	1600	402	500	500	50	100	100
GREENWOOD	653	690	660	234	275	275	100	100	100
HANOVER (PART)	248	290	350	64	80	100	50	50	50
HASSAN TWP	1766	2000	2100	452	550	600	100	800	1000
HOPKINS	15336	14400	14800	7061	7800	8000	19100	21000	21000
INDEPENDENCE	2640	2700	2700	789	875	900	100	100	100
LONG LAKE	1747	2300	2500	586	900	1000	1900	2000	2000
LORETTO	297	350	350	109	150	150	160	250	250
MAPLE GROVE	20525	35000	42000	6239	11400	14000	1700	4000	6000
MAPLE PLAIN	1421	1700	1900	465	600	700	1800	2000	2000
MEDICINE LAKE	419	440	420	162	175	175	50	50	50
MEDINA	2623	2900	3400	765	900	1100	1100	1200	1200
MINNEAPOLIS	370951	352000	340000	161858	166000	168000	284000	295000	298000
MINNETONKA BEACH	575	610	590	187	225	225	210	300	300
MINNETONKA	38683	46000	49000	12667	17300	19500	18000	32000	33000
MINNETRISTA	3236	3500	3500	974	1150	1200	50	100	150
MOUND	9280	9300	10300	3384	3700	4100	2600	2200	2700
NEW HOPE	23087	24000	23000	7627	8500	8500	9400	12000	12000
ORONO	6845	7000	7000	2291	2600	2700	470	600	600
OSSEO	2974	3100	2900	1015	1100	1100	4300	4500	4500
PLYMOUTH	31615	49000	58000	10491	18000	22000	20000	34000	45000
RICHFIELD	37851	37000	37000	15258	16000	16400	14100	14500	14500
ROBBINSDALE	14422	14200	14200	5705	6000	6000	3200	6000	6000
ROCKFORD (PART)	380	490	560	125	170	200	160	250	250
ROGERS	652	750	830	210	250	275	730	1000	1200
ST. ANTHONY (PART)	5619	5100	5300	1935	2200	2300	1800	2500	2500
ST. BONIFACIUS	857	1100	1200	281	400	450	260	500	500
ST. LOUIS PARK	42931	42000	43000	17669	19500	20000	35000	39000	39000
SHOREWOOD	4646	4900	5500	1484	1700	2000	520	550	550
SPRING PARK	1465	1500	1500	684	750	800	1100	1500	1500
TONKA BAY	1354	1800	1800	495	700	700	50	50	50
WAYZATA	3621	3900	3900	1560	1800	1900	5400	5500	5500
WOODLAND	526	540	520	183	200	200	50	50	50
	941403	1003960	1036880	365534	419870	446270	617840	735950	786800

RAMSEY	POPULATION			HOUSEHOLDS			EMPLOYMENT		
	1980	1990	2000	1980	1990	2000	1980	1990	2000
ARDEN HILLS	8012	10700	10900	2284	3400	3600	7400	10000	10000
FALCON HEIGHTS	5291	5300	5300	1894	2100	2200	3000	3700	3700
GEM LAKE	394	420	440	118	140	150	310	350	400
LAUDERDALE	1985	2200	2100	809	1100	1100	520	550	550
LITTLE CANADA	7102	8100	8100	2936	3500	3500	1800	3000	3000
MAPLEWOOD	26990	31000	32000	8806	11500	12500	20000	27000	29000
MOUNDSVIEW	12593	13700	14000	4248	4900	5200	2000	3000	3000
NEW BRIGHTON	23269	24000	24000	7739	8500	9000	8300	10000	10000
NORTH OAKS	2846	3200	3400	810	1000	1100	100	100	100
NORTH ST. PAUL	11921	12700	13300	3980	4500	4900	3600	4000	4000
ROSEVILLE	35820	35000	35000	12876	13500	14000	32000	41000	43000
ST. ANTHONY (PART)	2362	2400	2500	1110	1200	1300	1900	2000	2000
ST. PAUL	270230	256000	253000	106223	112000	115000	187000	190000	193000
SHOREVIEW	17300	24000	26000	5954	9200	10500	3400	7000	8000
VADNAIS HEIGHTS	5111	9600	11300	1760	3700	4500	830	1500	2000
WHITE BEAR LAKE (PART)	22538	24000	25000	7124	8200	8700	6500	6700	6800
WHITE BEAR TWP	5921	8700	10100	1797	3000	3600	400	800	1000
	459685	471020	476440	170468	191440	200850	279060	310700	319550
SCOTT									
BELLE PLAINE	2754	3100	3500	942	1100	1300	1040	1200	1300
BELLE PLAINE TWP	765	810	880	202	225	250	50	100	100
BLAKELEY TWP	515	600	580	149	170	180	50	50	50
CEDAR LAKE TWP	1507	1700	1900	396	480	550	50	50	50
CREDIT RIVER TWP	2360	3000	3200	637	850	950	50	50	50
ELKO	274	340	400	80	100	125	50	50	50
HELENA TWP	1215	1400	1400	321	375	400	50	50	50
JACKSON TWP	1483	1900	2000	466	600	650	50	50	50
JORDAN	2663	3500	3600	893	1200	1300	830	1000	1200
LOUISVILLE TWP	813	1000	1100	232	300	350	210	300	300
NEW MARKET	286	350	390	99	130	150	50	50	50
NEW MARKET TWP	1636	1900	2000	441	550	600	50	50	50
NEW PRAGUE (PART)	1898	2200	2100	677	900	900	1250	1400	1500
PRIOR LAKE	7284	11000	13200	2313	3800	4700	1250	2000	2200
ST. LAWRENCE TWP	350	430	500	101	125	150	50	50	50
SAND CREEK TWP	1516	1500	1700	371	400	450	160	150	150
SAVAGE	3954	8700	11200	1234	2900	4000	2600	4000	5000
SHAKOPEE	9941	12500	13900	3226	4300	4900	5000	8000	10000
SPRING LAKE TWP	2570	2900	3000	721	850	900	50	50	50
	43784	58830	66550	13501	19355	22805	12890	18650	22250

WASHINGTON	POPULATION			HOUSEHOLDS			EMPLOYMENT		
	1980	1990	2000	1980	1990	2000	1980	1990	2000
AFTON	2550	2600	2600	776	850	875	100	200	300
BAYPORT	2932	2800	2800	877	750	775	2100	2100	2100
BAYTOWN TWP	851	1000	1100	237	300	350	50	100	100
BIRCHWOOD	1059	1100	1100	326	360	360	50	50	50
COTTAGE GROVE	18994	22000	24000	5127	6300	6800	4200	4500	5000
DELLWOOD	751	930	900	223	300	300	100	100	100
DENMARK TWP	1140	1400	1500	318	400	450	50	50	50
FOREST LAKE TWP	5331	6100	6200	1559	1900	2000	420	600	600
FOREST LAKE	4596	5700	6100	1752	2400	2700	3200	4000	4000
GRANT TWP	3083	3400	3600	831	1050	1150	100	200	200
GREY CLOUD TWP	351	350	350	112	120	125	50	100	100
INJGO	3771	4300	4500	1082	1300	1400	420	800	1000
LAKE ELMO	5296	6100	6400	1687	2100	2300	830	1400	1500
LAKELAND SHORES	171	210	220	65	90	100	50	50	50
LAKELAND	1812	2100	2300	550	650	750	130	200	200
LAKE ST. CROIX BEACH	1176	1200	1200	397	450	475	10	50	50
LANDFALL	679	680	680	310	340	340	50	50	50
MAHTOMEDI	3851	4500	4700	1239	1650	1800	1140	1300	1300
MARINE ON ST. CROIX	543	550	540	201	220	225	50	50	50
MAY TWP	2076	2400	2500	611	750	800	50	50	50
NEWPORT	3323	3600	3800	1153	1400	1500	1560	1800	2000
NEW SCANDIA TWP	2858	3200	3400	851	1000	1100	50	50	50
OAKDALE	12123	15000	17000	4004	5700	6800	1200	3500	5000
OAK PARK HEIGHTS	2591	3800	3900	955	1300	1400	2180	2500	3000
PINE SPRINGS	267	380	470	77	120	150	50	50	50
ST. MARY'S POINT	348	360	410	114	130	150	50	50	50
ST. PAUL PARK	4864	4800	4900	1511	1600	1700	750	1000	1000
STILLWATER	12290	13200	13300	4065	4600	4800	5700	7500	8000
STILLWATER TWP	1599	2000	2300	448	600	700	310	300	300
WEST LAKELAND TWP	1318	1400	1400	355	425	425	50	50	50
WHITE BEAR LAKE (PART)	0	0	0	0	0	0	800	800	900
WILLERNIE	654	720	690	236	275	275	100	100	100
WOODBURY	10297	19000	23000	3232	6500	8000	2800	6500	9500
	113545	136880	147860	35081	45930	51075	28450	40150	46850
REGIONAL TOTAL	1985873	2196000	2305000	721444	860000	928000	1069000	1308000	1415000

APPENDIX B
METROPOLITAN URBAN SERVICE AREA PROCEDURES

DELINEATING THE URBAN SERVICE AREA

The Metropolitan Council has established a process of estimating land requirements for the urban service area based on an objective of maximizing choice of lifestyle in the Metropolitan Area while at the same time promoting orderly and economic development and protecting the natural environment.

To ensure the greatest choice of living conditions, the Council divided the area outside the central cities into eight radial sectors, which are shown in Table 1. The Council used these sectors as a check to make sure that a sufficient supply of land with public facilities is being planned in all directions outside the central cities. Maintaining an adequate land supply permits people and businesses to freely choose where they want to develop within the urban service area. Providing more land for urban development than needed in each sector further enhances choice. The Council believes that the urban service area should contain at least a five-year oversupply of urban land within each urban area community to encourage a realistic scale of public and private planning, yet not make the urban service area so large that it undermines the economic benefits of a regional staging plan. The larger than needed land supply is also intended to temper increases in land prices attributable to a restricted supply.

The Council has defined orderly and economic development to include making the best possible use of public dollars invested in facilities and services. This means development should occur first in those areas provided with the greatest combined complement of metropolitan and local public facilities and services. In addition, communities should stage new land for urbanization in a contiguous manner that minimizes the need for additional local and regional investments.

Protecting the natural environment means that the natural ecological system should be preserved and efforts made to avoid unnecessary expenditures and potential hardships associated with improperly located and managed development. It also means that the natural hydrological system should be preserved and that development should be designed and placed to be compatible with soil characteristics and the physical terrain.

Restrictive soil groupings where urban development is not anticipated include wetlands, floodplains and bedrock. The Council considered all areas containing these characteristics unsuitable for development even though the ordinances of many local governments do not presently protect or prohibit development in these areas. The characteristics of the restricted areas are as follows:

1. The wetland category consists mostly of poorly to very poorly drained soils. These soils have severe to very severe limitations for all kinds of development due to high water tables. In most cases, permits to fill or alter these wetlands must be obtained from the Minnesota Department of Natural Resources.
2. The floodplain category contains soils which are well to poorly drained; however, they are all subject to occasional flooding and many are subject to frequent flooding.

3. The bedrock category includes places where depth to bedrock averages between three and 10 feet. Excavations for utilities, basements and footings are often difficult and extremely costly.

Steeply sloping land also needs to be carefully treated to prevent erosion and excessive runoff. The Council's surface water management plan provides guidelines that should be followed in developments that include steep slopes. The surface water plan takes the position that it is more effective to use land management techniques to control erosion and runoff than to prohibit all developments on lands with steep slopes.

The identification and mapping of these environmentally restricted land areas are intended to assist local governments in their planning. The Council will accept any adopted local environmental protection ordinances that would legally restrict additional land from development (including steeply sloping land) as the basis for further reducing what the Council considers developable land within a local urban service area.

The actual steps the Council used to estimate urban land requirements for 1990 and the year 2000 are as follows. Tables 1 and 2 summarize the findings of the estimating process.

1. Estimate residential land needs from forecasts, local comprehensive plans and Council system plans.
2. Estimate nonresidential land needs from forecasts, local comprehensive plans and Council system plans.
3. Convert land needs for the Metropolitan Area to land needs by sector and community, using past utilization levels, current development densities and the amount of land available for urbanization.
4. Determine the supply of land potentially available for urban use by sector and community from local plans, 1980 aerial photos and field surveys.
5. Identify, map and remove wetlands, floodplains and bedrock areas from the potential land supply, using geologic maps, local plans, aerial photos and Council system plans.
6. Identify developable lands with sewer service and high levels of highway and local road accessibility, using local metropolitan system plans and aerial photos. Select this land first for inclusion in the urban service area.

The forecasts contained in this framework are lower than those used in the 1975 Metropolitan Development Framework. Consequently, the estimated urban land requirements are lower as well. This means that in most cases the 1990 urban service areas now contained in local plans will be adequate to the year 2000 and beyond. In addition, land with steep slopes that the Council considered environmentally restricted in the 1975 framework is now counted as part of the urban land supply. Therefore, the available land inside the urban service area is greater in most urbanizing communities than was the case in 1975.

CHANGING LOCAL URBAN SERVICE AREAS

When a local government requests a change in the staging in its comprehensive plan by either adding more land to its urban service area or changing the urban service area boundaries, the Council will use the following principles and procedures.

1. Increasing the size of an urban service area: The Council will not agree to expand a local urban service area unless there is demonstrated regional need and adequate capacity available in the metropolitan sewer and highway systems.

In responding to any urban service area expansion request, the Council first reassesses land supply and demand based on a comparison of figures provided by the local unit and current Council forecasts. The Council will also assess the impact of the request on regional facilities. If the regional facilities are presently inadequate and metropolitan investments would be required immediately in order to honor service area commitments to other local governments, the Council will deny the expansion based on the land planning act criteria that the request represents a substantial impact on or departure from metropolitan system plans. If regional facilities would be inadequate by the year 2000 or any updated target year, the Council will deny the request on the same basis. The Council will inform the local government that it will reconsider its request when additional regional capacity becomes available.

If the local land supply is below or approaching the five-year overage and regional facilities are adequate, the Council will agree to a service area expansion. The local government then completes a comprehensive plan amendment incorporating the change.

2. Changing the configuration of an urban service area: The Council will consider land-trade proposals involving vacant, developable land adjacent to the urban service area provided metropolitan systems are not adversely affected. The Council will use two options to evaluate land trade proposals.
 - a. The proposals must involve equal amounts of vacant, developable land with similar land use types and intensities as well as similar urban service characteristics, or
 - b. If the scale of land use and the intensity of potential development differ between the parcels, then proposed land trades must have similar urban service characteristics. Proposals will also be evaluated to determine their impact on the affected sector's five-year overage of land.
3. The Council will review a series of incremental changes to a local urban service area only if the affected local government analyzes how the total number of proposed changes will affect regional forecasts and system plans and operations.

If regional facilities are adequate and no regional agency investments are required, the Council may agree to the urban service area expansion provided that the following conditions are met:

- a. The local government's rural area densities are consistent with Council policy;

- b. Local timing and staging corresponds to allocated usage rather than design capacity;
- c. The local government has an up-to-date comprehensive sewer plan, including on-site sewer management; and
- d. The local government has assessment practices that limit creation of vested development rights.

DESIGN ASSUMPTIONS FOR SIZING REGIONAL FACILITIES

Forecasting is a useful way to articulate expectations--to set a measure by which to monitor progress toward meeting goals and objectives. The key to the appropriate use of forecasts is not to debate their "accuracy," but to recognize the degree of uncertainty and to plan accordingly. It is important to note this distinction from simply accepting forecasts as givens and making all plans conform to them. Sometimes such an approach is called for by the nature of the investment being made, e.g. a very large investment that cannot be significantly altered either in its initial design or after it is built. The region does not have unlimited resources to make such investments. It cannot afford to see them vastly underused while investing in competing facilities or programs.

Forecasts should be used with a clear understanding of the uncertainty involved and with an appreciation of their policy (investment) ramifications. Within this general context, the Metropolitan Council will apply the following guidelines in using the forecasts in its review of plans, programs and facilities.

The Council will revise its forecasts every five years, using decennial census data as a base. As soon as such figures are available, a revision will be made to reconcile the forecasts to the census as necessary. As more detailed demographic data becomes available (particularly migration and age data), the Council will make a more in-depth analysis of regional growth trends and revise the overall regional forecasts. These forecasts will serve as a control for providing mid-decade municipal- and township-level forecasts.

The Council will, however, continuously monitor the forecasts at the regional level for concentric rings (outward from the central cities) and radial sectors and for cities and townships. Monitoring will not only provide the best possible information on which to base specific decisions that are tied to forecasts, but over time will more clearly show the variability of trends. This is important in dealing with individual cities, whose trends often show great short-term fluctuations. The Council will not use the monitoring as a basis to actually revise its forecasts. Revisions to the forecasts will be done as indicated above, every five years as part of a comprehensive process relying on a well-documented regional control forecast.

As specific projects are reviewed, the Council will evaluate the existing forecasts for the governmental unit or units involved. The Council will also consider any current information that might significantly affect regional growth expectations. This type of analysis will not be aimed at making a specific forecast revision, rather it will be an attempt to determine the likely range of growth (or decline) using the most current information

available. This does not mean recent trends will be used instead of longer-term trends. The Council will consider various trends as well as assumptions about saturation development.

The Council will consider the following design-related questions, as appropriate, in making sizing decisions about regional facilities.

1. How fixed an investment is being made? For example, is it an independent program that can be readily adjusted, a sewer pipe buried in the ground, a roadway with expansion possibilities if right-of-way is preserved or a general system plan?
2. For a system plan, how much implementation has occurred, i.e., how much commitment to the plan has been made to-date and how much flexibility remains?
3. What are the costs of "overbuilding" to provide for a margin of error? Forecasts are not the only determinant of use; in fact, other factors often play a dominant role in how much a particular facility or program is used. Such factors include technological changes, participation rates and available alternatives.
4. How much can be saved by undersizing or delaying a project?
5. What are the alternatives and what degree of flexibility do they provide?
6. What is the life-span of the project? How certain are the assumptions on which that is based?
7. What is the degree of uncertainty in the forecasts and in other aspects related to future use?
8. How sensitive are the financial assumptions to the decision? That is, are future interest and inflation assumptions the critical determinant in choosing alternatives? This can be important where great uncertainty in forecasts exists and the more flexible alternative is judged to be too costly.
9. What are the policy ramifications of the decision?
10. Have prior agreements been made in the policy area? For example, has a group of cities agreed to allocate system capacity according to specified shares?

This analysis will involve forecasters, system or program planners, policy planners and local elected and appointed officials. The process will entail a thorough exchange of information, so that all parties understand the factors involved and ultimately the basis on which a final decision is made. The intent is to avoid a "linear" approach, in which little dialogue occurs between the participants.

REDISTRIBUTING REGIONAL SERVICE ALLOCATIONS

When a temporary capacity constraint occurs in a regional facility, the Council may need to reallocate capacity among affected units. If this occurs, the

Council will reallocate capacity on a proportional basis according to Council forecasts, actual growth compared to Council forecasts and locally determined needs.

In order to efficiently manage regional systems, in the event that some cities grow faster than forecast and others grow more slowly, the Council will redistribute system capacity before seeking to build additional capacity into the affected system.

LOCAL/REGIONAL COST-SHARING

The implementation of local/regional cost-sharing will involve two steps. First, the Council must decide whether it wants to enter into such an agreement, and second, the Council must decide how to share the costs and use of the facility.

1. The Council will consider three aspects of each alternative:
 - a. Costs--laying out the costs and timing of all projects, both regional and local. The Council will compare costs using a present value analysis. It will also examine the cost burden and allocation of costs.
 - b. Services--specifying the services being provided, service levels, which communities are being served and what segments of the population within a community are being served.
 - c. Consistency with the Metropolitan Development Guide--evaluating the impacts on the environment, economic development and regional and local plans.

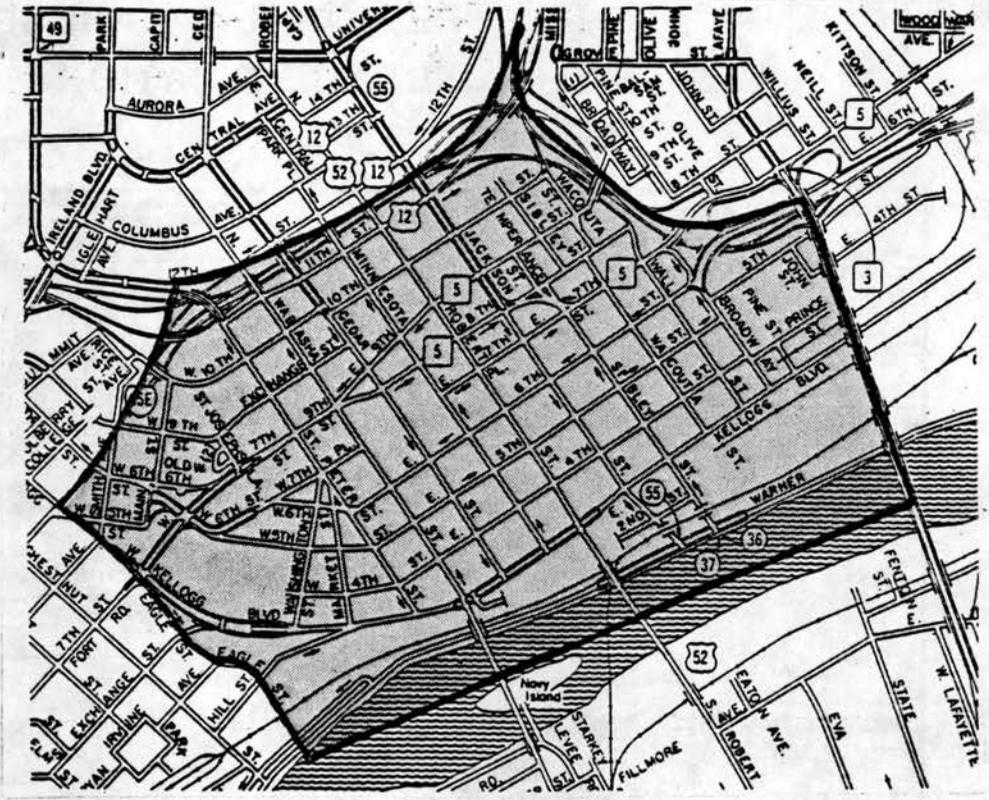
The Council will use the information gathered in this step to evaluate net benefit to the region, analyzing what the regional agencies would gain under such a proposal and what local government would gain.

2. If the Council determines that there are net regional benefits and that the proposal is consistent with all other regional policies, then it will undertake step 2 of the decision-making process--deciding how the costs might be shared. In general, the Council would like to see both parties, the regional agency and the local government, better off with than without the cost-sharing agreement and it would like costs shared according to measured and/or perceived benefits. Individual guide chapters should include more specific criteria such as measures that ensure the integrity of the individual regional system and language that specifies regional ownership and control of the facility involved.

Once the Council has completed these steps, there are additional formal steps that will be followed. The local government may need to amend its comprehensive plan; the Council may need to amend the affected system plan to include the project. The Council will evaluate both the project and the financing for equity and efficiency as called for in the investment procedures. Following successful completion of these steps, the affected agency can include the project in its development program or capital improvement program and, finally, in the capital budget.

The Council's legal staff will handle contractual agreements covering detailed use and financing, as needed.

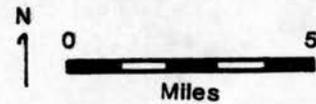
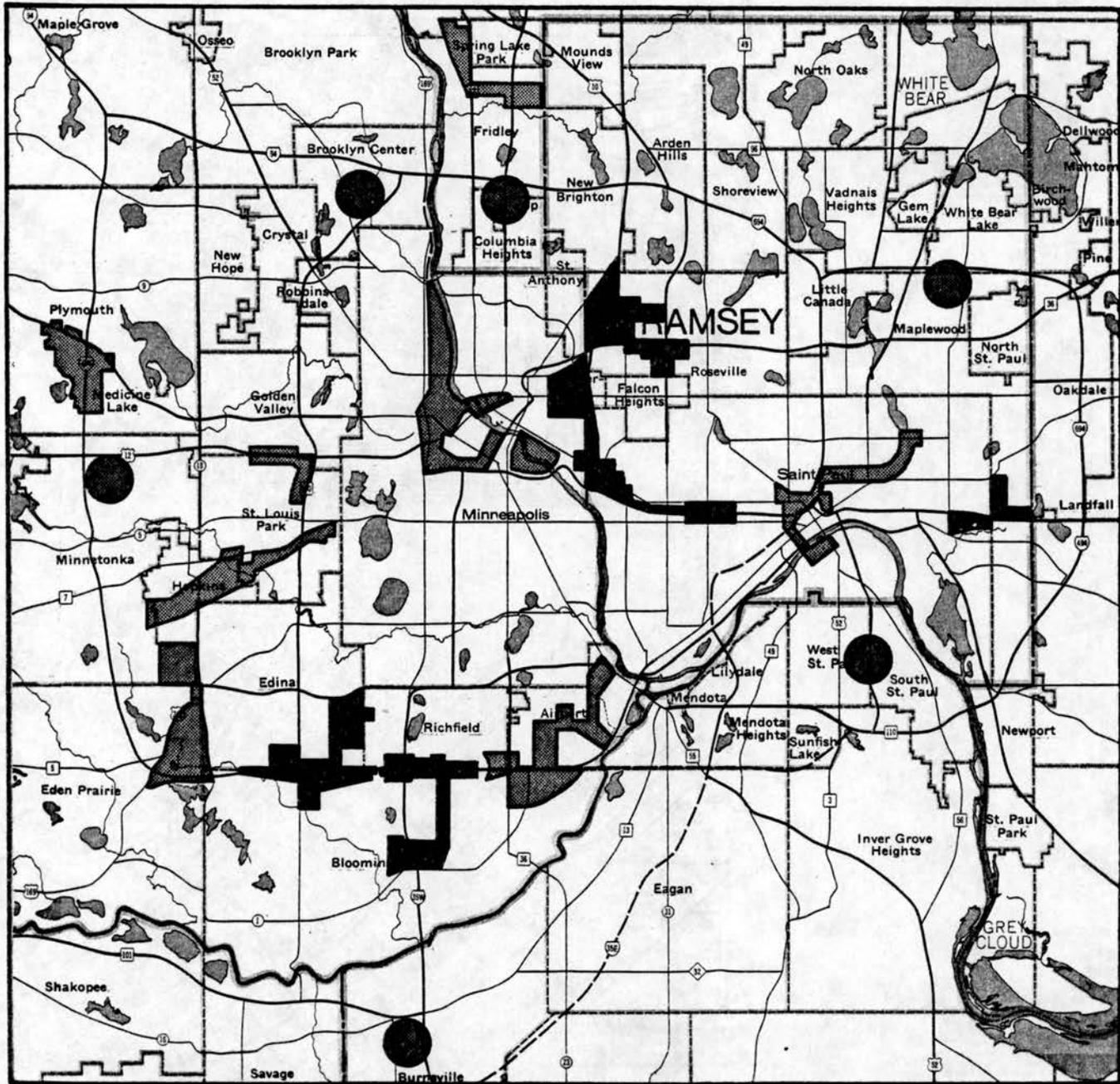
**ST. PAUL
METRO
CENTER**



**MINNEAPOLIS
METRO
CENTER**

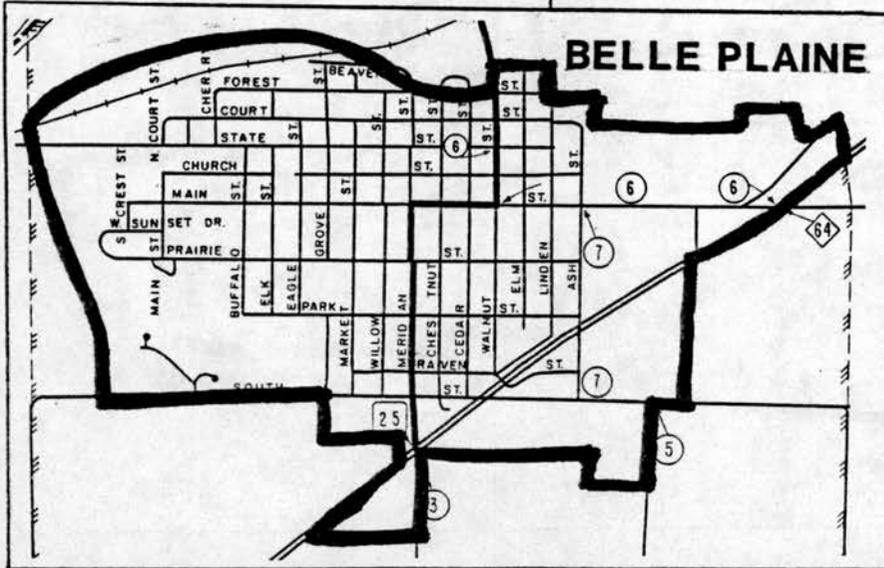
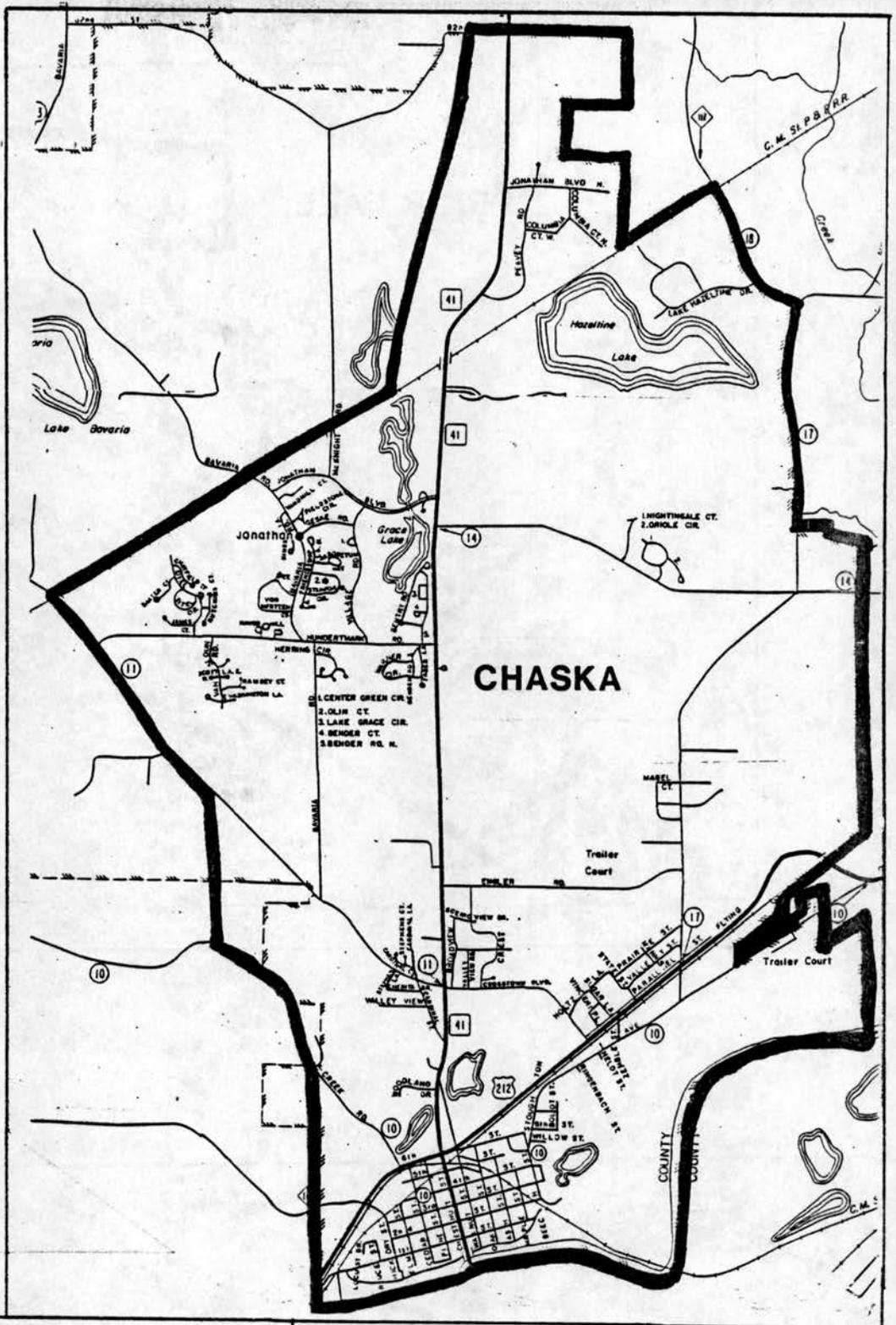


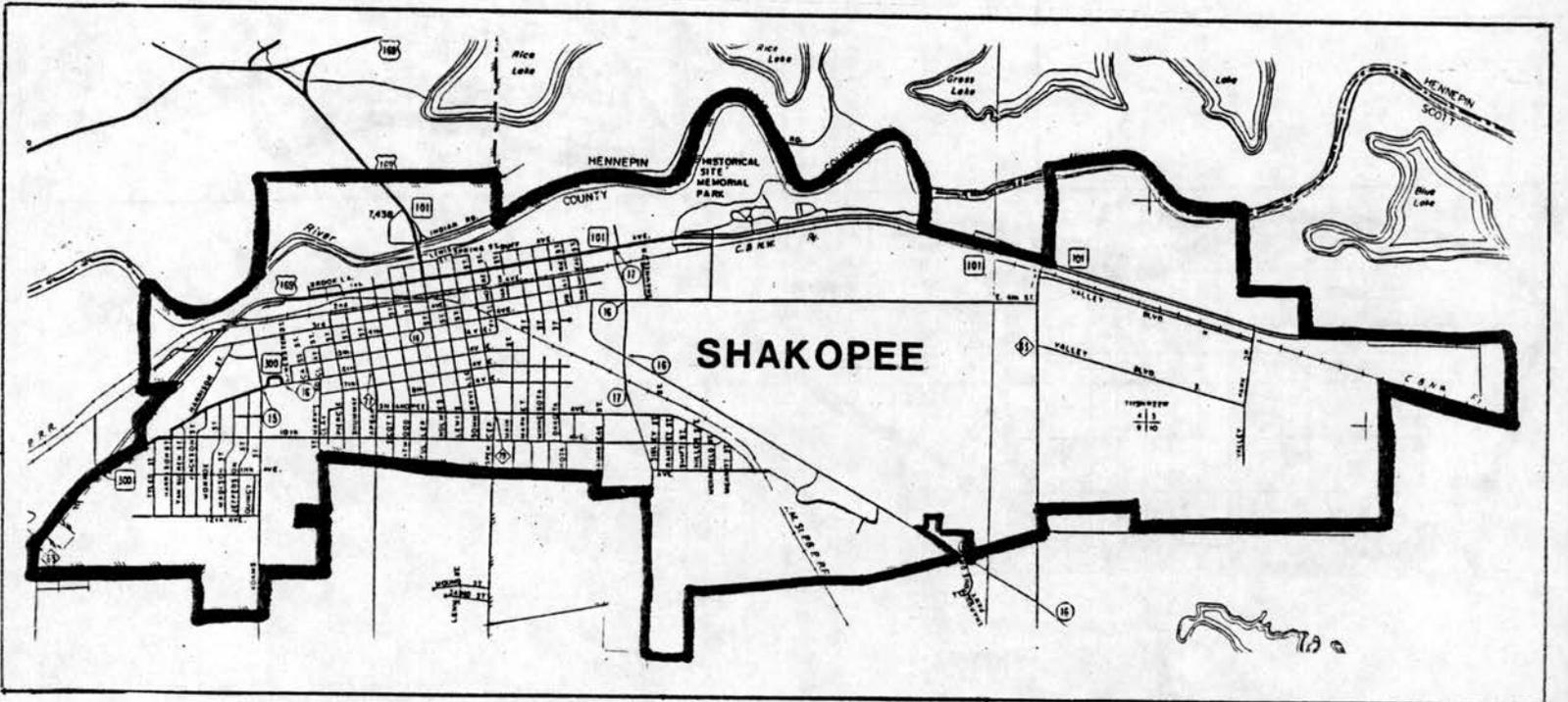
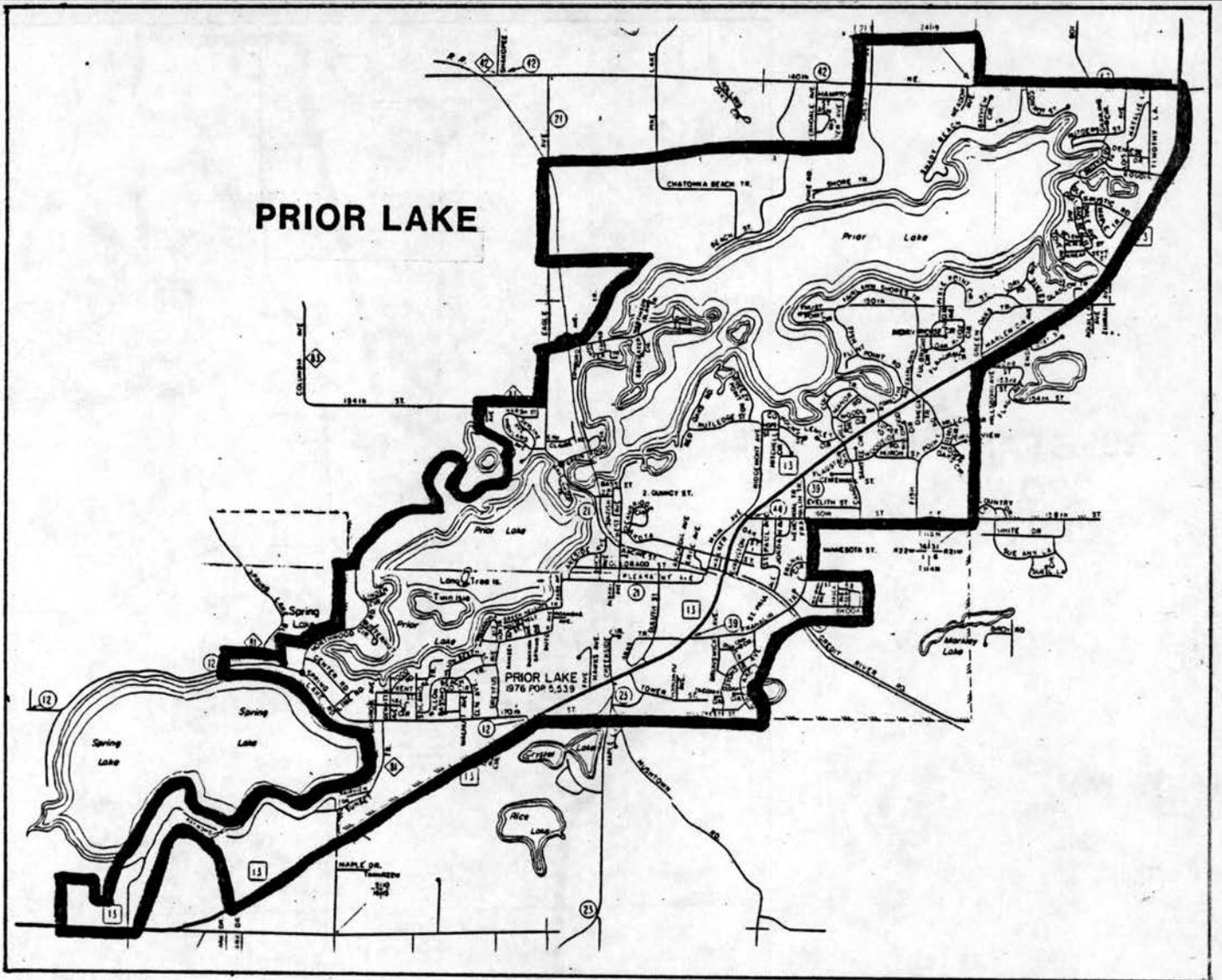
REGIONAL BUSINESS CONCENTRATIONS

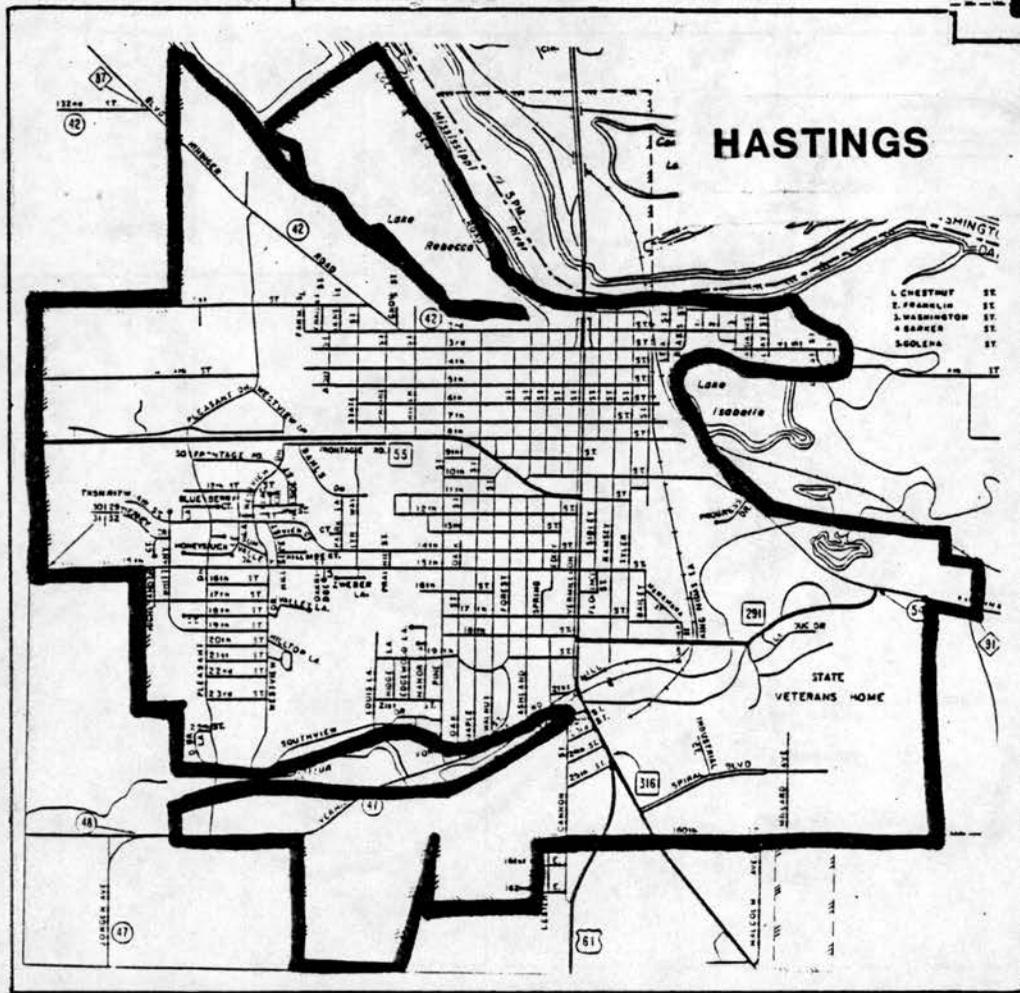
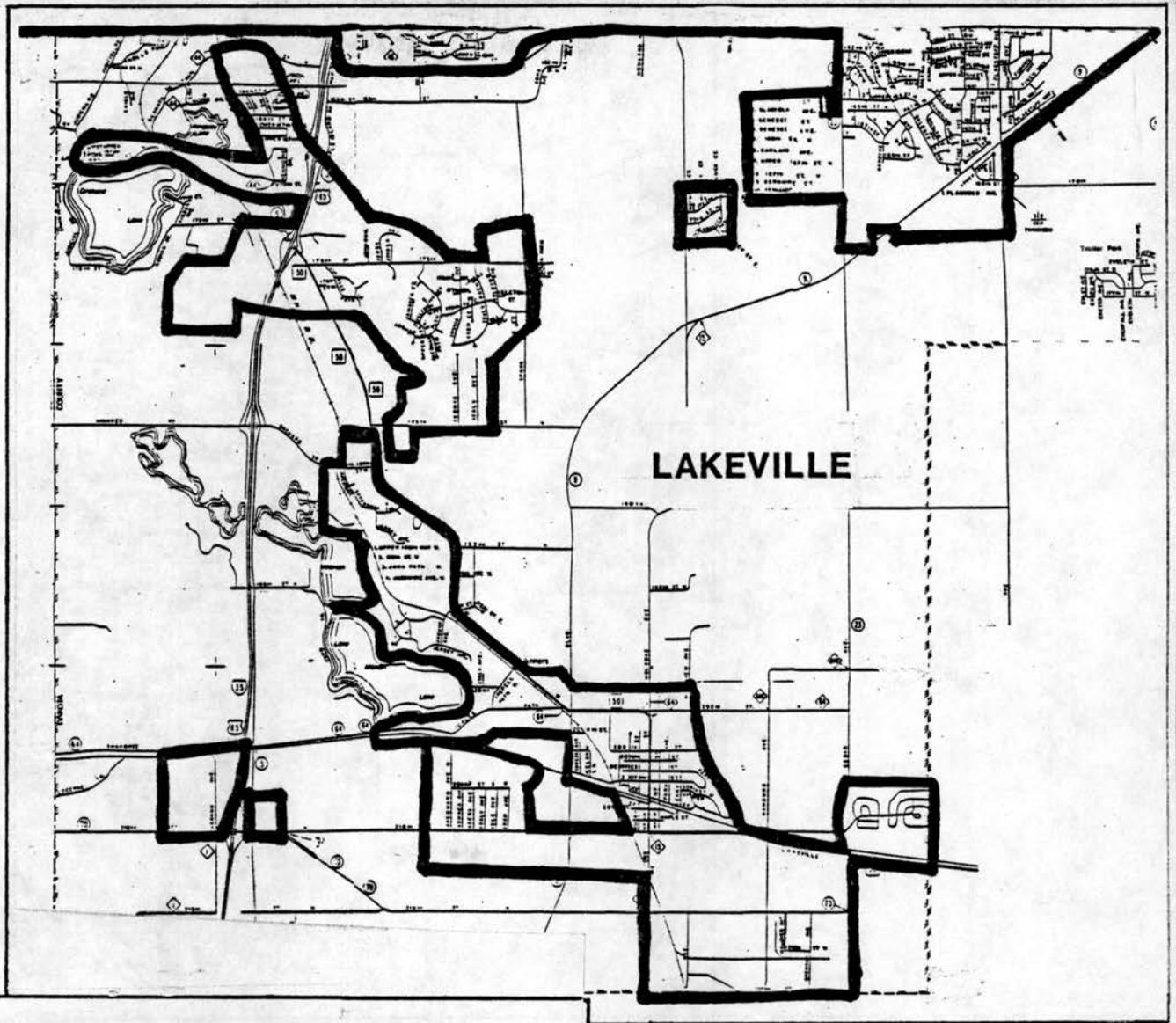


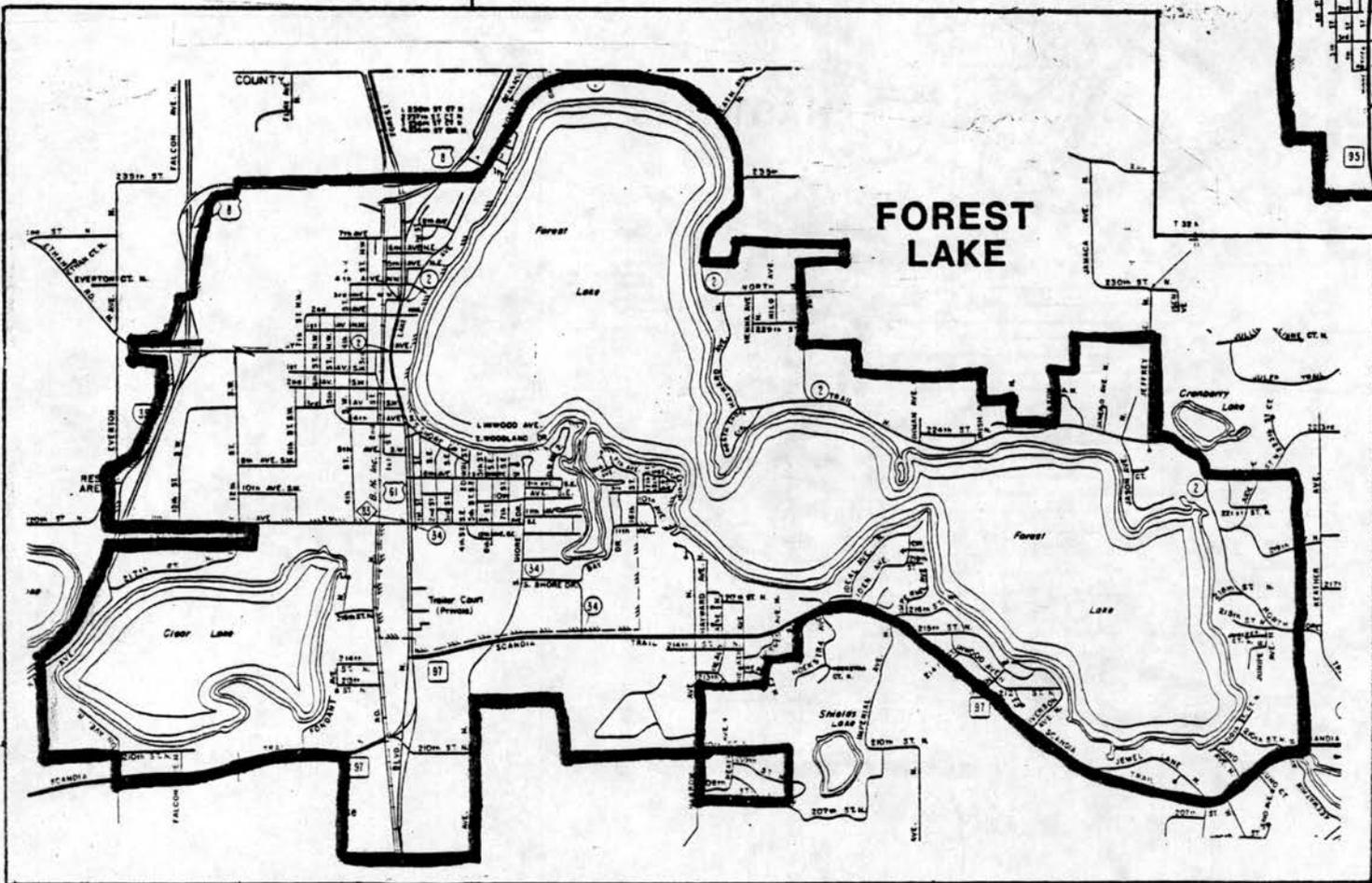
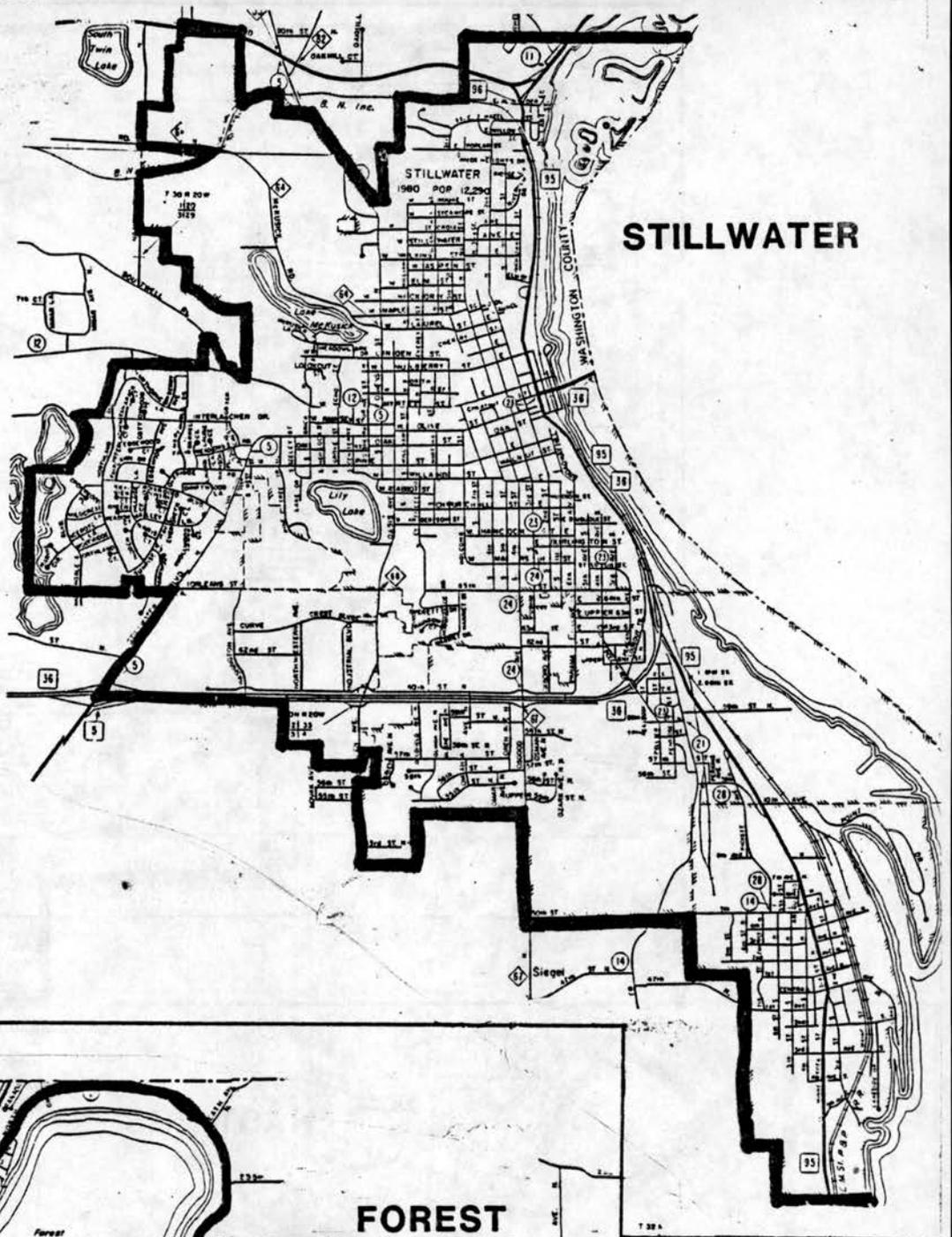
-  Concentrations with employment of 10,000 or more
-  Concentrations with retail sales of \$100 million or more
-  Concentrations with employment of 10,000 or more and retail sales of \$100 million or more

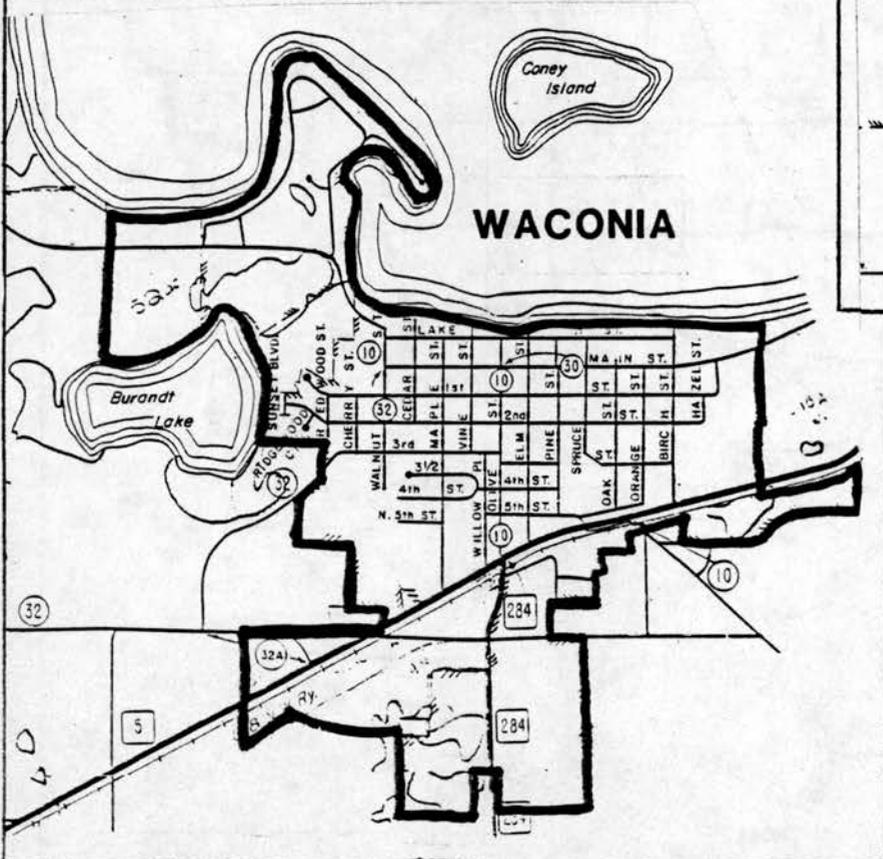
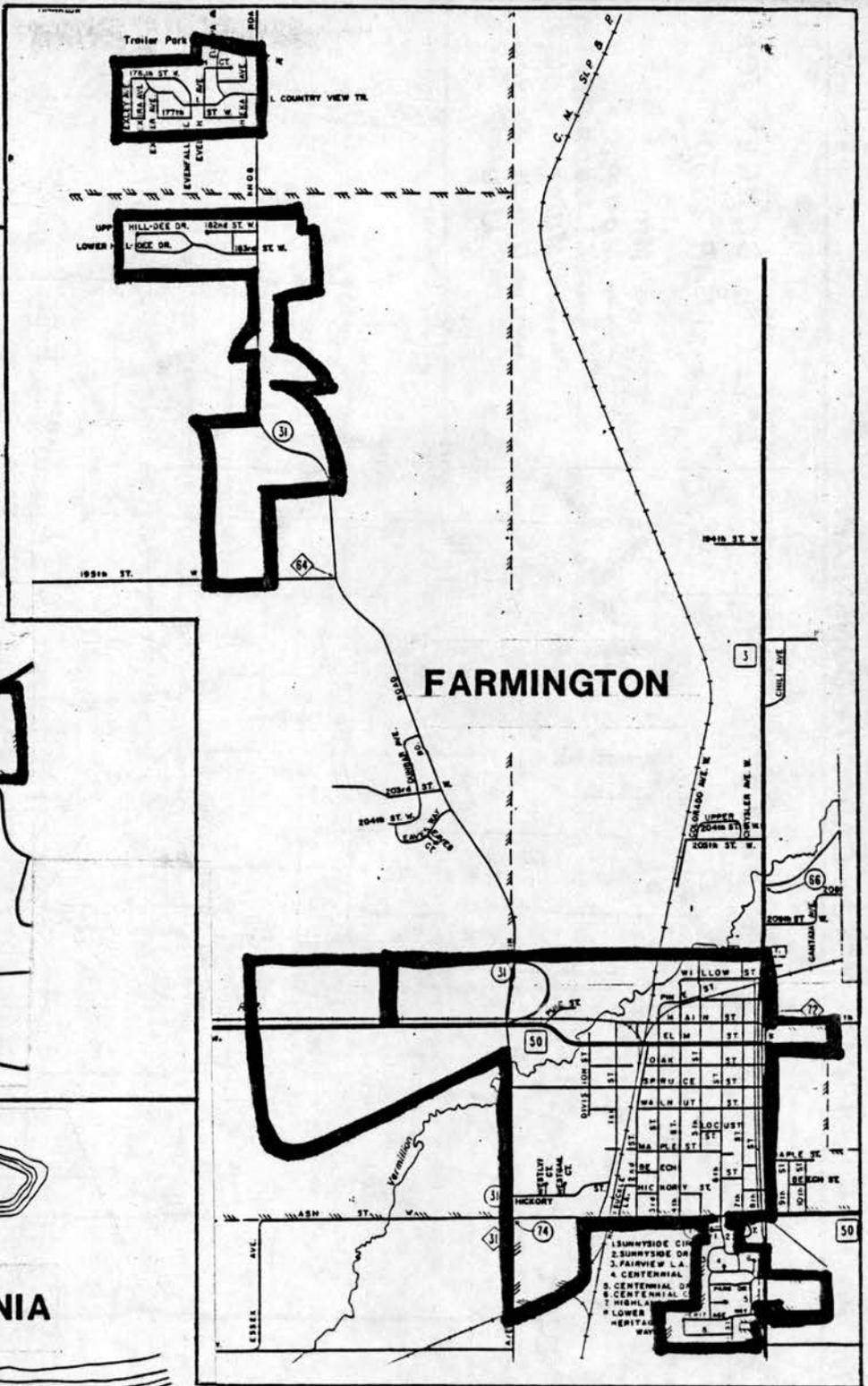
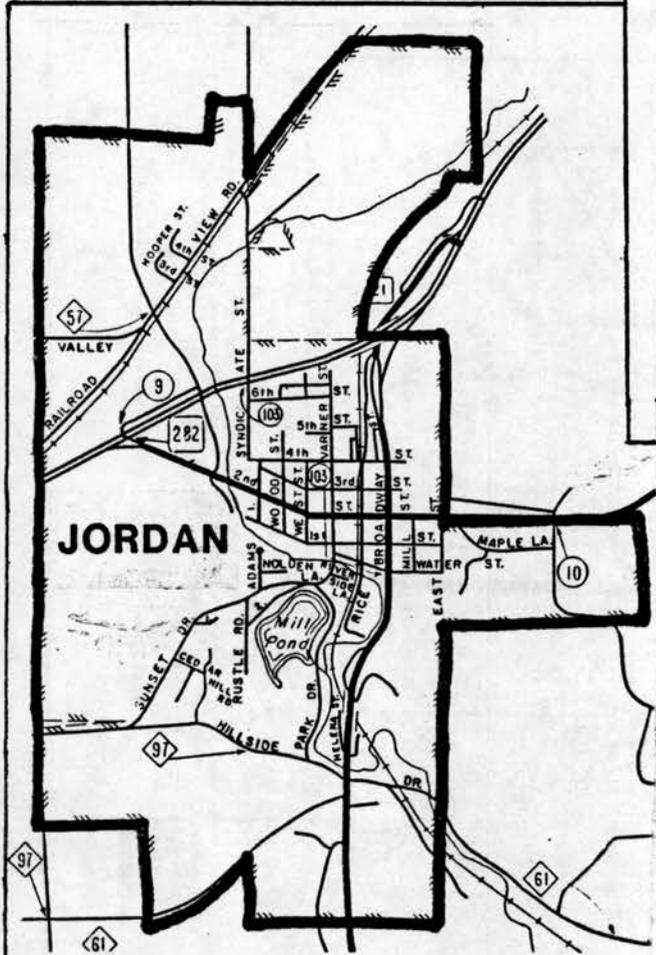
**FREESTANDING
GROWTH
CENTERS**







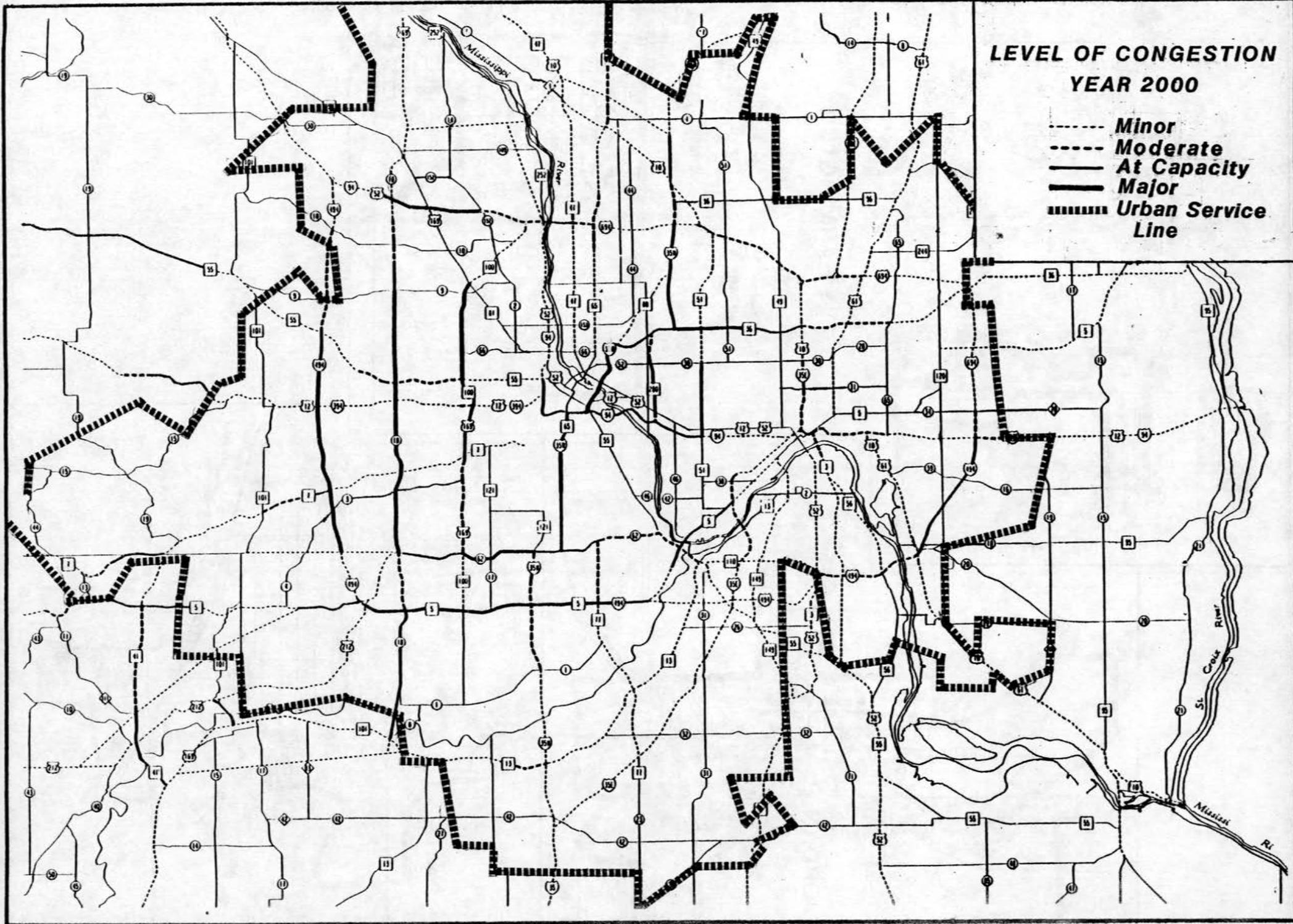




METROPOLITAN HIGHWAY SYSTEM CAPACITY CONSTRAINTS

LEVEL OF CONGESTION YEAR 2000

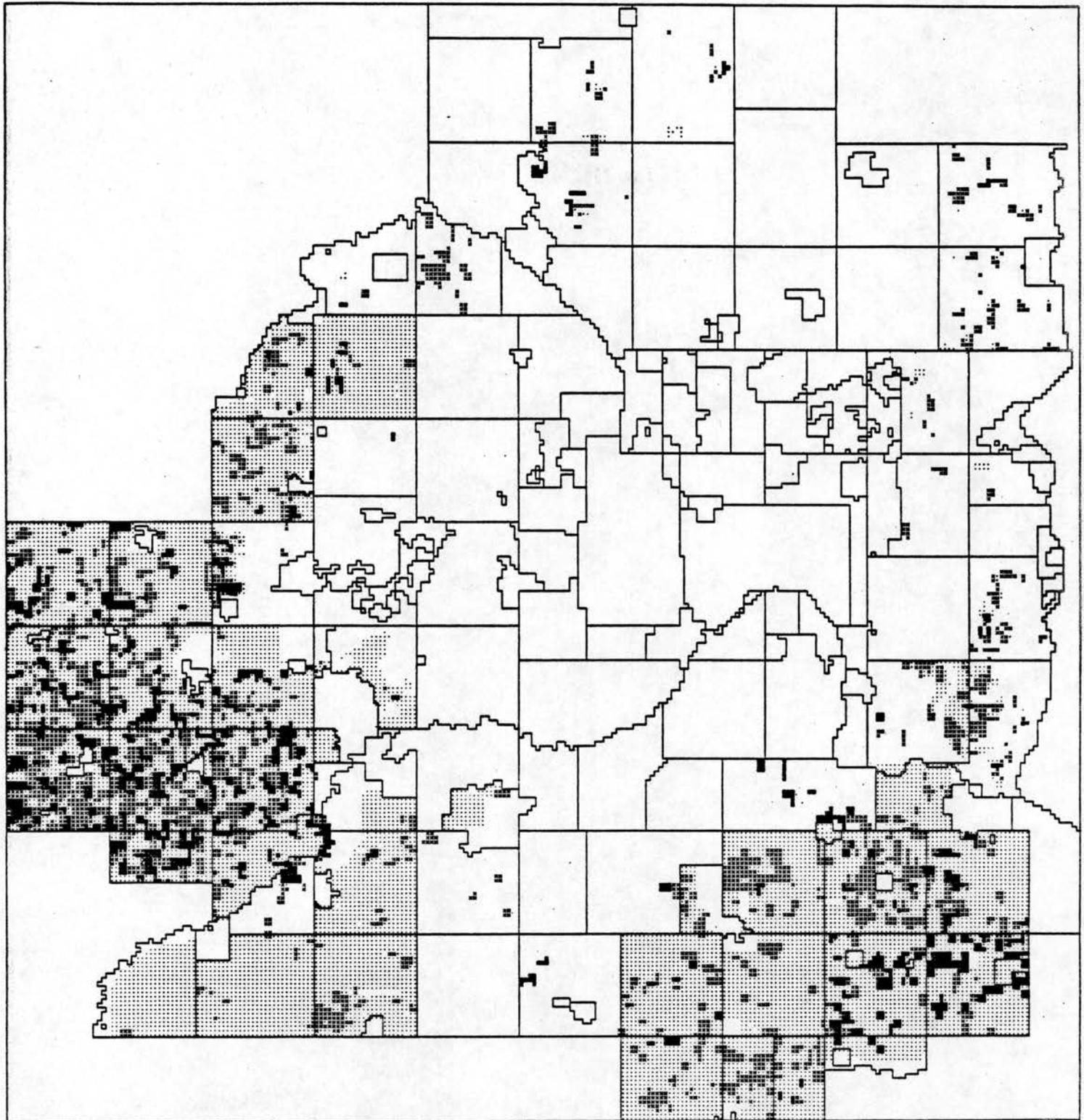
- Minor
- - - - Moderate
- At Capacity
- Major
- ▬▬▬▬ Urban Service Line



APPENDIX D
RURAL SERVICE AREA MAPS

METROPOLITAN AGRICULTURE PRESERVES

COMPOSITE OF ALL LANDS IN AGRICULTURE PRESERVES AS OF 3/1/85



*Secondary
Protection*

*Primary
Protection*

■ LANDS CERTIFIED

■ LANDS COVENANTED

■ LANDS COVENANTED WITH EXPIRATIONS

1 inch = 8.7 miles

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101

DATE: December 6, 1985
TO: Policy Committee
FROM: Judith G. Hollander, Director of Planning and Programs
SUBJECT: Regional Transit Board Review of Metropolitan Development and Investment Framework

Action Requested:

Staff recommends that the Policy Committee review the Metropolitan Development and Investment Framework and that the Regional Transit Board submit the proposed comments to the Metropolitan Council for their consideration.

Background:

As stated in its introduction, the Metropolitan Development and Investment Framework (MDIF), "establishes an overall direction for future development in the Metropolitan Area and contains guidelines for making decisions about investments in metropolitan systems--sewers, parks, airports, transit and highways--to support orderly growth and development...The framework presents the Council's approach to guiding development and change in the Metropolitan Area. It sets general directions for plans contained in other chapters of the Council's Metropolitan Development Guide--for example, those dealing with sewers, parks, airports, and transportation..."

The MDIF will set the long-range directions for transit activities and investments in the Metropolitan Area. It is, therefore, extremely important that the Regional Transit Board (RTB), who is responsible for developing its implementation plan in a consistent manner with the Framework and the accompanying Development Guide chapters, understand and support the document. Staff has reviewed the document and offers within this memorandum comments and suggestions about how the MDIF would affect transit matters.

The framework has been developed by the Metropolitan Council staff under the supervision of the Metropolitan and Community Development Committee over the past three-month period. A draft working document has been prepared for discussion at public meetings to be held with various groups and communities throughout the Metropolitan Area during November and December. Once comments have been received on the working document, Metropolitan Council staff will prepare a supplemental document summarizing those comments which will result in a revised document. The revised document will then be the subject of a series of public hearings to be held in March 1986. The Metropolitan Development Guide chapters will later be revised to reflect the new directions established in the plan.

Discussion:

The document is divided into two major sections: (1) Development Decision-Making Guidelines; and (2) Investment Decision-Making Guidelines. Within each of these major sections are a number of subcategories. The staff comments will be organized by each of these sections.

The MDIF divides the region into a metropolitan urban service area (MUSA) and a rural service area. The urban service area consists of five policy areas--the metro centers, regional commercial-industrial concentrations, the fully developed area, the developing area and the freestanding growth centers, which lie outside the boundary of the urban service area but are considered part of it. The rural service area consists of rural centers, commercial agriculture area and the general rural use area. The framework also identifies another category--special regional facilities.

Staff Comments:

INTRODUCTION	No Comment
COMMITMENT OF THE METROPOLITAN DEVELOPMENT AND INVESTMENT FRAMEWORK	No Comment
DEVELOPMENT DECISION-MAKING GUIDELINES	
THE ROLE OF FORECASTS	No Comment
METROPOLITAN URBAN SERVICE AREA AND RURAL SERVICE AREA	No Comment
METROPOLITAN SYSTEMS: DEVELOPMENT AND PROTECTION	

In this section of the MDIF, the philosophy of the document; i.e., "managing regional resources" is applied to different systems, including transportation. Several statements are made with regard to transit as supplemental material to the actual policies. The staff have found some difficulty in interpreting some of this material and, furthermore, feel that some of the judgments made about transit are too limiting and/or inconsistent with RTB mandates. Furthermore, sometimes the nature of the statements seem too detailed for the MDIF and would be more appropriate for inclusion in the Transportation Chapter which will eventually be prepared. Examples follow:

Page 20, Paragraph 3. "The level of transit service is closely associated with operational capacity of the street and highway system and the demands for services, as reflected in development patterns and travel behavior. Generally, the highest levels of transit service go to the areas with the highest density of development and the greatest degree of concentration." The first sentence is not entirely correct and, furthermore, it is unclear, as it is in the second sentence, what policy direction, if any, is being provided.

Page 20, Paragraph 4. "Locations with large numbers of households and/or high employment in relatively small areas offer very good potential for public transit service. It is also important to provide transit to the people who have no other way to move about the area. This generally means elderly, handicapped, young and low-income people. Providing service to these people will probably involve above-average subsidies." Again, it is unclear if the first statement is intended as policy direction or as a reflection upon the existing transit structure.

Page 20, Paragraph 5. The term "paratransit" is a new addition to the MDIF. We found the term difficult to understand in the document since it was not used in the same way throughout the document. We would suggest that the term is not really necessary in a document of this type. Rather, it seems more appropriate to use the more general term of transit and permit the RTB to define the specific modes appropriate to meet the needs of the public and the policies set forth in the MDIF.

Additionally, in this same paragraph appears the statement, "Metropolitan public transit service will not be provided to the rural service area, but residents of the area can arrange for and finance public transit or public paratransit on their own if they so desire." This statement of policy is not consistent with state legislation that requires the RTB to invest exurban property tax in paratransit services in exurban areas. The legislation does not restrict the use of these monies to services for the elderly and handicapped. Furthermore, it is the responsibility of the RTB to plan and fund transit services throughout the metropolitan area based on its needs. We find that this statement prejudices transit needs and suggests modes which may not actually be appropriate for the area.

Page 21, Paragraph 5. We commend the Council on recognizing the important relationship between the condition of the highway and transit systems. The RTB is committed to working toward a clearer understanding of these complementary systems and better coordination in planning and implementation efforts.

Page 22, Paragraph 3. It is unclear who would be charged with the responsibility for, "Local government and/or developers may be asked to establish car pooling, van pooling, flexible hours, etc..." Is this intended to be policy direction for the RTB?

OTHER AREA SYSTEMS

No Comment

GEOGRAPHIC POLICY AREAS - Metropolitan Centers

Portions of this subsection discuss "the poor integration between skyways and street level transit systems in both centers." The subsection continues by stating on:

Page 33, Policy 19B "...Transit should be used to help alleviate congestion and parking problems and should be integrated with the skyway systems." The policy, however, does not define responsibility for the task. Is it appropriate to define, within the MDIF, whose responsibility it would be to take the lead on carrying out this policy?

GEOGRAPHIC POLICY AREAS - Regional Commercial-Industrial Concentrations

A descriptive listing of these concentrations, in addition to a map, would be helpful toward understanding how transit could best be provided in these areas.

Page 36, Paragraph 2. "Highway and transit goals should focus on improved circulation patterns and consider using paratransit. Several of the concentrations are arranged in linear fashion along major highways, especially I-94 and I-494. These high-activity highway corridors may have potential as transit corridors that could support light rail transit (LRT), busways or high-occupancy vehicle lanes fed by local bus systems." The staff again finds the use of the term "paratransit" vague and, furthermore, feels that the suggestion of using paratransit as the means for improving internal circulation as too limiting.

Page 38, Policy 22B. "Transit corridors should connect the concentrations to the metropolitan centers. The concentrations should serve as a focus for the bus system from surrounding areas. The highest priority for transit should be in areas with concentrated employment. Possible high-capacity service (for example, light rail transit) should be provided in conjunction with service to the metropolitan centers.

The term "bus system" should be replaced with "transit system," allowing the RTB to establish, via its planning process, the most appropriate mode for serving metropolitan centers.

Page 49, Policy 30C. "Transit service to freestanding growth centers should be provided only if ridership and the willingness to pay the expense are clearly demonstrated. Commuter trips from freestanding growth centers to the urban service area should generally be served by ridesharing strategies (such as carpooling), rather than by expanded metropolitan highways or fixed-route transit." Again, this policy becomes specific in suggesting modes that are appropriate to serve freestanding growth centers. The mode choice should be decided by the RTB through its planning process.

SPECIAL REGIONAL FACILITIES

No Comment

METROPOLITAN PLANNING PROCESS

No Comment

INVESTMENT DECISION-MAKING GUIDELINES

Generally, throughout this section, the relationship between the Metropolitan Council and the Regional Transit Board is considered as the model for the appropriate relationship between the Council and its operating commissions. However, the staff finds that the Council's expectations from the Regional Transit Board are not always clear, or always consistent with our own understanding about appropriate roles and relationships. For example:

Page 66, Paragraph 1. "Many of the Metropolitan Council plans and programs are carried out through investments in facilities and services. Some of these investments, like those in sewers and transit, have very strong Council involvement throughout. In these instances, the Council plays a major role in determining the projects to be funded, the amounts to be spent and methods of financing to be used." It is true that the Council approves the capital budget and financial plan of the RTB, but it is not our expectation, for example, that the Council would otherwise take a major role in making the determinations suggested above. We believe that there is actually a very clear understanding about the appropriate roles of the Council and the RTB but feel that this language does not describe it adequately. A memorandum outlining the roles of the RTB and the Metropolitan Council has in fact been jointly developed.

INVESTMENT EVALUATION PROCESS

Page 66, Paragraph 3. "In much of its investment work, the Council will use the process described below to develop plans and to evaluate projects and proposals to be brought before it for review."

Page 67, Paragraph 2. "Second, the Council will decide whether individual projects or programs should be undertaken."

As stated above, it is not clear beyond the financial plan and capital budget that the RTB would bring to the Council specific projects and proposals. Perhaps in trying to relate to all commissions, the language is simply inappropriate to reflect adequately the relationships with the RTB.

SPECIAL INVESTMENT PROCEDURES

No Comment

REGIONAL FISCAL HEALTH

No Comment

METROPOLITAN AGENCY REVIEW PROCESS

Page 78, Paragraph 4. "...The Council plans the services; the agencies provide them." This is not reflective of the RTB responsibilities.

Page 83, Paragraph 1. "The Council is required to review and comment upon user charges of the Metropolitan Transit Commission and the Metropolitan Waste Control Commission." "Metropolitan Transit Commission" should be replaced by "Regional Transit Board."

With the development of subsequent drafts of the MDIF and specifically the later revisions to the Transportation Chapter, the staff of the RTB would like to take an active role in its discussion and development. We feel this is critical to the development of an effective document to guide all agencies that are under the auspices of the Metropolitan Council. Additionally, the RTB is involved in a large-scale service needs assessment. The policies developed in the MDIF will have significant impact on the types of transit services that may be provided which are being analyzed in the Service Needs Assessment.

Findings and Conclusions:

- The MDIF establishes the overall direction for the future development in the Metropolitan Area and contains guidelines for making regional investment decisions for metropolitan systems including transit.
- The Metropolitan Council will revise the draft MDIF to reflect public comment. The revised draft will be subject to the public hearing process during the first quarter of 1986.
- Staff offers no comment on the Introduction and the Commitment of the Metropolitan Development and Investment Framework, and subsections of Metropolitan Decision-Making Guidelines--Role of Forecasts, Metropolitan Urban Service Area and Rural Service Area, Other Area Systems, Special Regional Facilities and subsections of Investment Decision-Making Guidelines--Special Investment Procedures and Regional Fiscal Health.
- In general, language in the section entitled "Metropolitan Systems Development and Protection" is too detailed for the MDIF and perhaps is more appropriate for inclusion in the Transportation Chapter which will eventually be prepared. Furthermore, staff had difficulty interpreting some of this material and feels that statements contained throughout the section are limiting and inconsistent with RTB's mandates.
- In the subsection entitled "Geographic Policy Areas" subsection "Metro Centers," the MDIF should define who should take the lead role in integrating street level transit with skyways. Additionally, the subsection that discusses Regional, Commercial and Industrial Concentrations would be enhanced by a descriptive listing and a map of the concentrations.
- Throughout the MDIF references to specific modes such as paratransit, ridesharing, and bus system, should be replaced with the broader term "transit." It is more appropriate for the RTB to specify transit modes in concert with its planning process.

December 6, 1985
Page Seven

- The RTB believes that while there is a clear understanding about the appropriate roles of the Council and the RTB, language throughout the section of Investment Decision-Making Guidelines is not clear or consistent with the RTB's understanding about appropriate roles and relationships. These roles have been outlined as part of a memorandum developed jointly by the Metropolitan Council and the RTB. This language should be reviewed and clarified to reflect the RTB and the Council's understanding of respective roles.
- The subsection "Metropolitan Agency Review Process" refers in its discussion of user charges to the Metropolitan Transit Commission. This reference should be changed to the RTB who is now legislatively charged with the responsibility of setting user charges.
- With the development of future drafts of the MDIF, RTB staff involvement is critical to ensure that the document is workable and consistent with major planning efforts of the RTB, such as the Service Needs Assessment.

Recommendation:

That the Policy Committee submit the proposed comments contained within this memorandum on the Metropolitan Development and Investment Framework to the Metropolitan Council for their consideration.

JHMDIF

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101

DATE: July 15, 1986
TO: Regional Transit Board
FROM: Administration and Finance Committee
SUBJECT: Approval of Medicine Lake Lines and North Suburban Lines
Contracts

At its meeting July 10, 1986, the Administration and Finance Committee moved the following:

RECOMMENDATION

1. That the Regional Transit Board authorize the executive director to enter into a contract with Medicine Lake Lines to provide regular route service for the period July 1 through December 31, 1986, in an amount not to exceed \$415,300; and
2. That the Regional Transit Board authorize the executive director to enter into a contract with North Suburban Lines to provide regular route service for the period July 1 through December 31, 1986 in an amount not to exceed \$338,945.

Ruth Franklin
Chair

BRD714
ch

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101

DATE: July 3, 1986
TO: Administration and Finance Committee
FROM: Mark Ryan, Project Administrator
SUBJECT: Transit Assistance Contract for Medicine Lake Lines and
North Suburban Lines

Action Requested

That the Administration and Finance Committee authorize the Executive Director to enter into a contract with Medicine Lake Lines to provide regular route service for the period July 1, through December 31, 1986, in an amount not to exceed \$415,300.

That the Administration and Finance Committee authorize the Executive Director to enter into a contract with North Suburban Lines to provide regular route service for the period July 1, through December 31, 1986, in an amount not to exceed \$338,945.

Background

On March 1, 1986, the Regional Transit Board (RTB) assumed responsibility for contract administration from the Minnesota Department of Transportation (Mn/DOT). At that time, the RTB assumed responsibility for all contracts for state assistance to transit operators in the metropolitan area. This transfer included contracts with Medicine Lake Lines and North Suburban Lines that expired on June 30, 1986.

Discussion

At the time the RTB assumed responsibility for contract administration from Mn/DOT, the Metropolitan Transit Commission, North Suburban Lines and Medicine Lake Lines were the only providers under a fiscal year contract. Additionally, in May, 1986, the RTB amended the contracts with North Suburban Lines and Medicine Lake Lines that permitted them to continue to provide service through the end of their contracts that expired on June 30, 1986.

In June, 1986, the RTB received applications from both Medicine Lake Lines and North Suburban Lines for continued funding of regular route service under the RTB's transit assistance program.

Medicine Lake Lines has submitted an application to the RTB that proposes the same level of service to the communities of Golden Valley, Crystal, New Hope, Plymouth, Maple Grove and Downtown Minneapolis. Medicine Lake Lines has been providing regular route service to the greater Medicine Lake area since 1942.

The budget proposed by Medicine Lake Lines for the next twelve months reflects a 21% increase in operating expenses over the previous twelve months. In discussing the proposed budget with staff from Medicine Lake Lines, a dramatic increase in the premium for liability insurance was cited as being responsible for the large increase in operating expenses.

For the period June through December, 1986, it is estimated that the service proposed by Medicine Lake Lines will serve 172,550 passengers.

The application submitted by North Suburban Lines proposes the same level of service to the communities of Anoka, Coon Rapids, Blaine, Lino Lakes, Centerville, Moundsview, Circle Pines, Lexington, Shoreview, North Oaks, Vadnais Heights, Little Canada and Roseville. North Suburban Lines began providing regular route service to this area in October, 1970.

The budget submitted by North Suburban Lines for the next twelve months reflects an increase of approximately 20% in operating expenses over the previous twelve months. In reviewing the proposed budget, staff from North Suburban Lines have also indicated that an increase in insurance premiums are responsible for the large increase in operating expenses.

For the period June through December, 1986, it is estimated that the service proposed by North Suburban Lines will serve 126,800 passengers.

The recommendation of \$338,945 for North Suburban Lines includes \$25,440 for provision of temporary regular route service during the reconstruction of Interstate 35E and Interstate 694. This action was approved by the RTB at its meeting on June 2, 1986.

The Metropolitan Transit Commission provides little or no regular route service in the communities served by Medicine Lake Lines and North Suburban Lines.

Findings and Conclusions

- The RTB's contracts with Medicine Lake Lines and North Suburban Lines, for regular route transit service, expired on June 30, 1986.
- In June, 1986, the RTB received applications from both Medicine Lake Lines and North Suburban Lines for continued funding of current levels of regular route transit service.
- The recommendation of \$338,945 for North Suburban Lines includes \$25,440 for provision of temporary regular route service during the reconstruction of Interstate 35E and Interstate 694.
- Significant increases in insurance premiums are responsible for the large increase in operating expenses.

Page 3
July 3, 1986

- The Metropolitan Transit Commission provides little or no regular route service in the communities served by Medicine Lake Lines and North Suburban Lines.

Recommendation

That the Administration and Finance Committee authorize the Executive Director to enter into a contract with Medicine Lake Lines to provide regular route service for the period July 1, through December 31, 1986, in an amount not to exceed \$415,300.

That the Administration and Finance Committee authorize the Executive Director to enter into a contract with North Suburban Lines to provide regular route service for the period July 1, through December 31, 1986, in an amount not to exceed \$338,945.

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101

DATE: July 15, 1986
TO: Regional Transit Board
FROM: Administration and Finance Committee
SUBJECT: Education and Tuition Reimbursement Program

At its meeting July 10, 1986, the Administration and Finance Committee moved the following:

RECOMMENDATION:

That the Regional Transit Board approve the Education and Tuition Reimbursement Program. ✓

Ruth Franklin
Chair

BRD714
ch

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101

DATE: July 3, 1986
TO: Administration and Finance Committee
FROM: Robert Dietrick, Administrative Aide
SUBJECT: Education and Tuition Reimbursement Program

ACTION REQUESTED:

The Administration and Finance Committee is asked to recommend for board approval the attached Education and Tuition Reimbursement Program for Regional Transit Board employees.

BACKGROUND:

The Regional Transit Board, at the April 7th board meeting, approved the Personnel Code for the agency. Section 8.2 of the Personnel Code authorizes the executive director to develop and implement an employee training program for the purpose of board-related employee self-development and advancement.

The attached Education and Tuition Reimbursement Program focuses on providing support for individual employee education efforts in the following areas:

A. Job-Related:

This category is for coursework or independent study through an academic institution for work related to the employee's present job or to the normal progression within the present job.

B. Career Change Related:

This category is for coursework or independent study through an academic institution not directly related to the employee's present job or the normal progression within the job. It is designed for job preparation to help employees obtain the skills and knowledge needed for positions at the Regional Transit Board in a new occupation. Approval for coursework in this category will only be granted for occupations at the agency which are likely to have future openings.

The Regional Transit Board will grant up to \$400.00 per year per employee for tuition and expense reimbursement to be used in either the job-related or career change related categories. This can be used for tuition and books or for paid time off if the required course is only offered during work hours, though every effort will be made to arrange for courses to be taken outside of normal work hours.

A&F Committee Meeting
July 3, 1986
Page Two

In order to receive reimbursement, the employee must provide evidence of completion of the course with a passing grade. Approval for continued progress through the plan will depend on the degree of success and a mutual assessment of the value of the program to the Regional Transit Board and the individual employee.

RECOMMENDATION:

That the Administration and Finance Committee recommend for board approval the attached Education and Tuition Reimbursement Program.

A&F710

EMPLOYEE EDUCATION PROGRAM

CONTENTS

PAGE

A.	INTRODUCTION.....	
B.	PROGRAM CATEGORIES.....	
	I. Category I - Job Related	
	II. Category II - Career Change Related	
C.	ADMINISTRATION.....	

ATTACHMENTS

1. REQUEST FOR SUPPORT OF EDUCATIONAL ACTIVITY
2. REQUEST FOR REIMBURSEMENT OF EDUCATIONAL ACTIVITY

A. INTRODUCTION

The Education Program focuses on providing support for individual educational efforts in the following categories:

- I. Increased competence and growth potential in the employee's present position.
- II. Expanded career potential for those desiring to pursue other occupations at the Regional Transit Board.

The program material describes two types of support for individual educational activities. Supervisors should take the initiation in encouraging people to take advantage of the program and will help with selection of appropriate activities.

Professional meetings and travel in connection with educational seminars will continue to be through work program budgets and will not be a part of this program.

Eligibility for participation is limited to permanent full or part-time employees with three or more months of service. No overtime or compensatory time off will be granted for after hours coursework or training.

B. PROGRAM CATEGORIES

The following section describes categories of activities that reflect the objectives previously mentioned.

I. CATEGORY I - Job Related

This category is for coursework or independent study, if through an academic institution, related to the person's present job or to the normal progression within the present job.

The following are examples of courses which may be appropriate for various occupational groups:

PLANNING AND PROGRAMS STAFF

Educational Objectives

Examples of Coursework

Increase subject knowledge of work program

Work program subject matter

Obtain or upgrade technical skills required to perform job

Research methodology
Statistics
Mathematics
Cartography

Obtain or improve meeting management, speaking, or presentational skills

Meeting leadership
Public speaking
Data presentation

Improved writing skills

Report writing

Improve planning knowledge or skills

General planning-urban, social, regional, or more narrow focus if present program relates; i.e. transportation

CLERICAL

Educational Objectives

Examples of Coursework

Obtain secretarial skills

Shorthand

Obtain office procedure knowledge related to

Secretarial procedures, accounting procedures, filing, present job maintenance, office procedures

Composition skills

Letter writing, report editing, note-taking

ADMINISTRATIVE/FINANCE STAFF

Educational Objectives

Examples of Coursework

Improve subject knowledge

Related to specific job areas
EDP systems
Accounting
Personnel management
Writing, editing
Program management
Financial management

GUIDELINES FOR CATEGORY I

The Regional Transit Board will grant up to \$400.00 per year per employee in this category. This can be used for tuition and books, and also for paid time off if the course is only offered during the day. It is the employee's choice as to how this allowance is used. Employees should make every effort to arrange for courses to be taken in the evening.

II. CATEGORY II - Career Change Related

This is for coursework or independent study, if through an academic institution, not related to a person's present job or to the normal progression within the present job. It is the job preparation category intended to help individuals obtain skills and knowledge required for positions at the Regional Transit Board is a new occupation. Preparation for occupations at the Regional Transit Board which are unlikely to have many future openings are not eligible.

The process for the individual is to do the following with the help of the department head:

- decide area of interest
- identify needed skills
- identify resources
- plan a program

Approval for continued progress through the plan would depend on the degree of success with the completed portions and a mutual assessment of the value of the program to the Regional Transit Board and the individual.

Category II guidelines are the same as Category I. The Regional Transit Board will grant up to \$400.00 per year per employee in this category. This may be used for tuition and books or for time off if the course is only offered during the day. Every effort should be made to take the required courses during evening hours.

C. ADMINISTRATION

1. Initiation, Approval, Reimbursement

Approval for participation in an activity is at the discretion of the department director and is based on performance, appropriateness of the activity under the guidelines, and work program factors. Informal planning among the employee, department personnel and the department head is followed by submission of a "Request for Support of Educational Activity". This request will be submitted to the Administrative Aide, who will keep records of all employees participating in the Education Program.

To encourage participation in these activities, no provisions require that a person attain a particular grade to retain full reimbursement, but evidence of course completion will be required.

2. Evaluation

Each participant in an individual activity is required to submit an evaluation at the end of the activity. The purpose is to evaluate whether and how the program was meeting its objectives and what program improvements might be made. This evaluation is filed with the Administrative Aide, who will keep records on all employees participating in the Education Program.

REGIONAL TRANSIT BOARD

270 Metro Square Building, St. Paul, Minnesota 55101

REQUEST FOR SUPPORT OF EDUCATIONAL ACTIVITY

NOTE: This form must be submitted in time for approval prior to taking the course. Use a separate form for each course.

Name _____ Department _____

Date of Request _____

Category of Activity: I _____ II _____

Describe activity (title, academic institution, subject, duration, etc.) and attach a photocopy of the course description.

Describe relevance to the Regional Transit Board objectives; include statement of what you specifically expect to get out of the activity and how you feel the Regional Transit Board will benefit.

If Category II: Attach a description of the program plan developed with the department head with the skills, resources and time plan identified.

REGIONAL TRANSIT BOARD

270 Metro Square Building, St. Paul, Minnesota 55101

REQUEST FOR REIMBURSEMENT

Expenses

_____ Course fee (attach receipt). Describe: _____

_____ Books (attach receipt).

Time Off

_____ Number of ours per week with pay
Course meets: _____ day(s) _____ (time).

_____ Number of additional hours to be rearranged.
Hours absent: _____ day(s) _____ (time).
To be made up: _____ day(s) _____ (time).

Approval

Approval of department director is required for all activities. All requests for reimbursement will be submitted to the Accounting Department.

Date: _____ Approved by: _____

Reason for approval or disapproval:

Date: _____ Manager of Accounting Operations: _____

Comments:

8c

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101

DATE: July 21, 1986
TO: Regional Transit Board
SUBJECT: Authorization to Enter into a Contract with the Metropolitan
Transit Commission for Metro Mobility Consumer Outreach
Activities

At its meeting of July 17, 1986, the Administration and Finance Committee reviewed the staff report dated July 10, 1986, and approved the following recommendation:

RECOMMENDATION:

That the Regional Transit Board authorize the executive director to enter into a contract with the Metropolitan Transit Commission to coordinate the Metro Mobility consumer outreach activities in an amount not to exceed \$50,000.

Ruth Franklin
Chair
Administration and Finance Committee

RF/mf

REGIONAL TRANSIT BOARD

8. c

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101

DATE: July 15, 1986
TO: Regional Transit Board
FROM: Administration and Finance Committee
SUBJECT: Authorization to Enter Into a Contract with the Metropolitan
Transit Commission for Metro Mobility Consumer Outreach
Activities

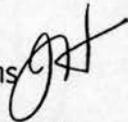
At its meeting July 17, 1986, the Administration and Finance Committee will review and take action on the proposed contract with the Metropolitan Transit Commission for Metro Mobility Consumer Outreach Activities. A verbal presentation will be given at the full board meeting held July 21, 1986.

RUTH FRANKLIN
CHAIR

BRD715/RTBTX1
ch

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101

DATE: July 10, 1986
TO: Administration and Finance Committee
FROM: Judith G. Hollander, Director of Planning and Programs 
SUBJECT: Authorization to Enter Into a Contract with the Metropolitan
Transit Commission for Metro Mobility Consumer Outreach
Activities

Action Requested

That the Administration and Finance Committee authorize the executive director to enter into a contract with the Metropolitan Transit Commission (MTC) for Metro Mobility Consumer Outreach Activities in an amount not to exceed \$50,000.

Background

On June 16, 1986, the Regional Transit Board adopted a plan to restructure the Metro Mobility program. Implementation of the modified Metro Mobility service is scheduled for October 4, 1986.

Under the restructured Metro Mobility program, Metro Mobility users will directly contact various transportation providers to arrange for their transportation. Fares for Metro Mobility service will increase as a result of this change and some procedures for requesting trips will be modified. Service will also be expanded to parts of the metropolitan area currently unserved.

It is critical that users are well informed about these changes in order that they are able to continue or begin to use Metro Mobility transportation services with little or no disruption.

RTB staff proposes that a package of informational materials be developed and distributed to existing and potential Metro Mobility users to inform them about the Metro Mobility program. Comprehensive, easy-to-understand materials need to be prepared to provide information to consumers about using the service. These materials need to contain information that specifically address the concerns of users. The information also needs to be presented in a way that allows users with any type of disability, including those with visual limitations, to utilize the information effectively.

Analysis

As staff began to outline the elements and resources necessary to develop and carry out an effective consumer outreach effort, it became clear that it would be difficult to seek out the services and negotiate a contract with an

appropriate professional services consultant and have that consultant design and print the necessary informational materials within a timeframe that would allow the RTB to distribute these materials in advance of the October 4, 1986, implementation date.

When we examined the options, it became clear that not only the most expeditious, but preferred option would be to enter into a contract with the MTC to coordinate the consumer outreach efforts. The MTC has an experienced marketing staff with capabilities in informational strategy design, graphics and marketing consultant management. Furthermore, the MTC currently holds a contract with the firm of Coleman-Christison for its own transit marketing efforts. Also, as identified in the RTB's implementation plan, the MTC, as administrator of the Metro Mobility Administrative Center, has been given the responsibility for providing ongoing public information to Metro Mobility users. Preliminary discussions with MTC staff indicate a willingness to coordinate the consumer outreach efforts and the ability to amend its contract with Coleman-Christison. RTB staff and board will still be actively involved in the development of the consumer outreach elements along with the MTC marketing staff and the MTC's marketing consultant services. Staff, therefore, recommends that the RTB formally communicate with the MTC to request them to take on the responsibility of coordinating the consumer outreach efforts.

Purpose and Approach of the Consumer Outreach Efforts

The modified Metro Mobility service will begin on October 4, 1986. Prior to that time, RTB staff recommends that a series of informational pieces be sent to users to keep them updated on the status of the implementation and to give them the necessary information to understand how the service will work and how they can use it to their advantage. In preparing these materials, it is also important that the RTB understands the informational and educational needs of consumers so that it can, with professional assistance, provide the best possible communications materials to consumers and ensure a smooth transition of service.

Staff proposes that consumer outreach efforts be developed and implemented in the following general manner:

1. A newsletter is now sent to all 13,000 users on a periodic basis. Staff suggests that this newsletter be used to transmit information to users about changes in Metro Mobility service. Updates are planned for July, August and September.
2. In the past, all those certified to use Metro Mobility received a guidebook about the service. This guidebook, known as the Rider's Guide, contained information about service hours, service area, fares, procedures for requesting and cancelling trips, etc. The RTB staff suggests that a similar guidebook containing all the information they need to know about using the service again be issued. Providers could be offered the opportunity to advertise in the guidebook to help defray publishing costs.

3. One of the major new features of the restructured Metro Mobility service is the ability of consumers to contact transportation providers directly for the service. Users will be able to choose among a number of providers to arrange for their ride requests. It is especially important that users understand this concept and know which providers are available to them in their area. Initially, a specific provider will be assigned to each user who has a "standing order" for trips made on a regular basis. Information about standing orders and the temporarily assigned provider needs to be transmitted to those users who have standing orders, as does general information to all users about the range of providers offering service. Provider information may change over time. Therefore, the format of this information should be structured to reflect possible changes. This information could be provided to users as part of the guidebook, described above, or in a separate format.
4. RTB staff has discussed the possibility of issuing a brochure to users around August/early September. The purpose of this brochure would be to provide general information about Metro Mobility service.
5. Ridership on Metro Mobility has continued to increase at dramatic rates since the project's inception. Because the ability to expand the program is limited by the amount of public funding allocated for the project, active marketing efforts to promote ridership have not been made. Only when the program was first initiated was a "marketing campaign" conducted. The RTB is in the difficult position of wanting to ensure that Metro Mobility service is provided to all users who require the service and, at the same time, ensuring that the program stays within its budgetary limits.

RTB staff recommends that the MTC and its marketing consultant develop a strategy and materials that communicate a positive and clear image of Metro Mobility service without over-selling the program's capabilities. RTB staff has identified the need for all materials to be sent to users to be easily recognized and easy to read. A new Metro Mobility logo, a common format, a theme, and, as appropriate, a common color scheme should be developed by the consultant.

6. Expansion of Metro Mobility service is scheduled to occur in January, 1986, and January, 1988. Information to potential users needs to be prepared and distributed in a timely manner.
7. Annual registration of Metro Mobility users is scheduled to occur in January, 1987. Materials regarding the eligibility rules and process need to be developed and distributed to users.

A copy of the draft work program, including a timetable, is attached. This scope of work would be used as the basis of the RTB's contract with the MTC.

Findings and Conclusions

- The need for the development and implementation of effective consumer outreach efforts has been identified to inform Metro Mobility users about the changes to the service that will begin to take place on October 4, 1986.
- In order that comprehensive, easily understood information materials can be developed, it is critical to initiate the consumer outreach efforts immediately.
- Staff has determined that the preferred organizational option for carrying out these consumer outreach efforts is to contract with the MTC to coordinate these efforts. The MTC has an experienced marketing staff with capabilities in informational strategy design, graphics and marketing consultant management. The MTC currently holds a contract with a marketing firm, and the MTC, as administrator of the Metro Mobility Administrative Center, has been given responsibility for providing ongoing public information to Metro Mobility users. Preliminary discussions with MTC staff indicate a willingness to coordinate the consumer outreach efforts and the ability to amend its contract with its marketing consultant.
- The consumer outreach activity would be comprised of several elements including, but not limited to:
 1. newsletter articles;
 2. user's guidebook;
 3. provider and standing order information;
 4. general brochure;
 5. new Metro Mobility logo, theme and format for materials;
 6. expansion notification;
 7. registration information

Recommendation

That the Administration and Finance Committee authorize the executive director to enter into a contract with the Metropolitan Transit Commission to coordinate the Metro Mobility consumer outreach activities in an amount not to exceed \$50,000.

JH:jmo
A&F-TX2

DRAFT

WORK PROGRAM

for

Metro Mobility Consumer Outreach Efforts

I. INTRODUCTION

Background

The Regional Transit Board (RTB) is a public agency responsible for mid-range transit planning, policy making and administration in the seven-county Twin Cities metropolitan area.

The RTB enabling legislation identifies a number of responsibilities and duties that the RTB shall perform. Among these responsibilities is the administration of the Metro Mobility program, the region's primary public transportation system for the area's handicapped residents.

Metro Mobility service has been provided since 1979. Annually, over 500,000 trips are provided to approximately 13,000 eligible persons within the Twin Cities metropolitan area. During the past eighteen months, the RTB has been involved in an extensive review of the Metro Mobility program to determine how services can be offered in a more cost-effective manner and be more responsive to the needs of the disabled community. On June 16, 1986, the board adopted a plan to restructure the Metro Mobility program to accomplish these goals. Implementation of the modified Metro Mobility service is scheduled for October, 1986.

Under the restructured Metro Mobility program, Metro Mobility users will directly contact various transportation providers to arrange for their transportation. Fares for Metro Mobility service will increase as a result of this change and some procedures for requesting trips will be modified. Service will also be expanded to parts of the metropolitan area currently unserved.

It is critical that users are well informed about these changes in order that they are able to continue or begin to use the transportation services upon with little or no disruption.

Purpose and Approach

The purpose of the Metro Mobility Consumer Outreach efforts is to prepare a public education strategy and materials that will serve to inform existing and potential Metro Mobility users about the restructured Metro Mobility program. Comprehensive, easy to understand materials need to be prepared to provide information about how consumers will use the service. The materials should contain information that specifically addresses the concerns of users about using the restructured service. It will also be necessary to develop materials for use by people with different kinds of disabilities, including visual impairments.

The modified Metro Mobility service will begin on October 4, 1986. Prior to that time, the RTB would like to send a series of informational pieces to the users to keep them updated on the status of the implementation and to give them the necessary information to understand how the service will work and how they can use it to their advantage. In preparing these materials, it is important that the RTB understands the informational and educational needs of consumers so that it can, with professional assistance, provide the best possible educational materials to consumers and ensure a smooth transition of service.

The RTB proposes that the consumer outreach efforts be developed and implemented in the following general manner:

1. A newsletter is now sent to all 13,000 users on a periodic basis. The RTB would like to use this newsletter to transmit information to users about changes in Metro Mobility service. Updates are planned for July, August and September.
2. In the past, all those certified to use Metro Mobility received a guidebook about the service. This guidebook, known as the Rider's Guide, contained information about service hours, service area, fares, procedures for requesting and cancelling trips, etc. The RTB would like to provide users with a similar guidebook again containing all the information they need to know about using the service. The RTB would also like to offer providers the opportunity to advertise in the guidebook to help defray publishing costs.
3. One of the major new features of the restructured Metro Mobility service is the ability of consumers to contact transportation providers directly about the service. Users will be able to choose among a number of providers to arrange for their ride requests. It is especially important that users understand this concept and know which providers are available to them in their area. Initially, a specific provider will be assigned to each user who has a "standing order" for trips made on a regular basis. Information about standing orders and the temporarily assigned provider needs to be transmitted to those users who have standing orders, as does general information to all users about the range of providers offering service. Provider information may change over time. Therefore, the format of this information should be structured to reflect possible changes. This information could be provided to users as part of the guidebook, described above, or in a separate format.
4. RTB staff has discussed the possibility of issuing an introductory brochure to users around August/early September. The purpose of this brochure would be to provide general information about Metro Mobility service.
5. Ridership on Metro Mobility has continued to increase at dramatic rates since the project's inception. Because the ability to expand the program is limited by the amount of public funding allocated for the project, active marketing efforts to promote ridership have not been made. Only when the program was first initiated was a "marketing campaign" conducted. The RTB is in the difficult position of wanting to ensure that Metro Mobility service is provided to all users who require the service and, at the same time, ensuring that the program stays within its budgetary limits.

The RTB would like the MTC and its marketing consultant to develop a strategy and materials that communicate a positive and clear image of Metro Mobility service without over-selling the program's capabilities. RTB staff has identified the need for all materials to be sent to users to be easily recognized and easy to read. A new Metro Mobility logo, a common format, a theme, and, as appropriate, a common color scheme should be developed by the consultant.

6. Expansion of Metro Mobility service is scheduled to occur in January, 1986, and January, 1988. Information to potential users needs to be prepared and distributed in a timely manner.
7. Annual registration of Metro Mobility users is scheduled to occur in January, 1987. Materials regarding the eligibility rules and process need to be developed and distributed to users.

The timeline for developing the focus groups, the educational strategy and the materials is extremely short. The consultant must be able to work intensively on this project and be able to comply with these strict guidelines.

Project Organization and Responsibility

The RTB will be responsible for the overall management of the consumer outreach efforts. The RTB will contract with the MTC to coordinate the consumer outreach efforts and to provide consulting services to develop the public education strategy and materials necessary to inform Metro Mobility users about changes in service. The consultant will have primary responsibility for analyzing consumer's informational needs, developing and designing the informational materials to be sent to consumers before and after implementation of the restructured service. It is anticipated that the consultant will report directly to the MTC but also develop a strong working relationship with RTB staff.

Judith Hollander, Director of Planning and Programs for the RTB, will be the RTB's project manager for the consumer outreach efforts. She will serve as the primary staff contact on the project. Other RTB staff members, both from the Programs and Public Information sections, will also be involved in these efforts. RTB staff will provide all the information necessary for the consultant to carry out its responsibilities, and, in some cases, prepare draft written materials to the consultant to include in the development of materials.

The RTB has a Transportation Handicapped Advisory Committee (THAC) to advise them on matters regarding transportation services for elderly and handicapped persons. The RTB plans to seek the advice and input of the THAC on the development and implementation of its consumer outreach efforts. The MTC may be asked to present proposed informational materials to the THAC in order to provide them the opportunity to provide input on these materials. They may also be asked to present its proposals to the Regional Transit Board, a nine member board that directs the agency's activities.

II. WORK PROGRAM AND PRODUCTS

This section details the specific tasks of the Work Program including those to be conducted by the Consultant. The elements to be completed under each task are identified, as are the products, responsibilities and timing.

Task 1: Project Initiation

This task will include finalizing the work program, negotiating the contract with the MTC, identifying data needs and initiating project coordination. Input on consumer outreach efforts will be solicited by RTB staff from the board and the Transportation Handicapped Advisory Committee (THAC). The RTB will have the lead responsibility for this task.

PRODUCTS:

- Draft Work Program
- Executed Contract with MTC
- Final Work Program
- Documentation of consumer outreach issues identified by the THAC and the RTB
- Identification of data needs and data collection activities

RESPONSIBILITIES:

RTB:

- Complete draft work program
- Obtain Board and THAC input on consumer outreach issues and needs
- Negotiate and execute contract with MTC
- Work with MTC and its consultant to finalize work program
- Work with MTC and its consultant to finalize data needs and data collection activities

MTC/CONSULTANT:

- Negotiate contract
- Finalize work program with RTB assistance
- Finalize data collection needs and data collection activities

Task 2: Identification of Specific Consumer Outreach Elements

This task will focus on the identification of the specific elements to be undertaken as part of the consumer outreach efforts. Consumer information needs will be identified and evaluated and input from the THAC and the RTB will be considered in the identification of each specific element. Timing, responsibilities for each of the elements, as well as the special needs of users, will be described in detail.

PRODUCTS:

- Memorandum on the specific elements of the consumer outreach activities

RESPONSIBILITIES:

RTB:

- Assist consultant with identification and analysis of appropriate elements
- Review memorandum
- Organize staff working group assistance and review
- THAC review of consumer outreach elements

MTC/CONSULTANT:

- Determine specific elements of the consumer outreach activities including timetables and specific responsibilities
- Prepare memorandum

Task 3: Detailed Design of Informational Materials

The purpose of this task is to develop and design the informational materials to be sent to users. The Consultant will develop a common logo, format and theme to be used for all materials so that they are easily recognizable. Copy for the brochure, the Rider's Guide and targeted mailing pieces will be prepared.

PRODUCTS:

- Logo, theme and format for Metro Mobility informational pieces
- Brochure design and camera ready artwork
- Rider's Guide design and camera ready artwork
- Design and camera ready artwork for targeted mailing pieces including information about standing orders, providers, expansion and registration

RESPONSIBILITIES:

RTB:

- Provide informational and draft copy to Consultant
- Review and approve all informational materials

MTC/CONSULTANT:

- Develop logo, theme and format for Metro Mobility informational pieces
- Design Rider's Guide, brochure and targeted mailing pieces

Task 4: Printing and Distribution of Informational Materials

The informational materials must be printed and distributed appropriately to users, according to established timetables.

PRODUCTS:

- 20,000 copies of the introductory brochure
- 20,000 copies of the Rider's Guide
- Specified number of copies of targeted mailing information, including informational pieces on standing orders, providers, expansion and registration

RESPONSIBILITIES:

RTB:

- Assist MTC/Consultant with the development of appropriate mailing lists

MTC/CONSULTANT:

- Print materials in the specified quantities and within established timetable
- Generate mailing lists from Metro Mobility computerized files

Task 5: Develop Newsletter Articles and Press Releases

This task will be conducted on an ongoing basis. Newsletter articles will be developed monthly. Press releases will be printed and distributed at key points before and after the implementation date. Articles for other publications will be made available to interested organizations.

PRODUCTS:

- Newsletter articles
- Press releases
- Miscellaneous articles for other organizational publications

RESPONSIBILITIES:

RTB:

- Prepare newsletter articles, press releases and miscellaneous articles for other organizational publications
- Distribute press releases

MTC/CONSULTANT:

- Assist RTB with preparation of these materials
- Distribute newsletter to Metro Mobility users

TENTATIVE
TIMELINE FOR METRO MOBILITY
CONSUMER OUTREACH EFFORTS

July	17	RTB Administration and Finance Committee reviews and acts upon proposed contract with MTC
	21	RTB reviews and acts upon proposed contract with MTC
	--	MTC _____ Committee reviews and acts upon contract amendment with marketing consultant
	--	MTC reviews and acts upon contract amendment with marketing consultant.
August	--	Contract with MTC is prepared; consultant initiated work
	--	Focus groups are conducted
September	8	Introductory brochure mailed to all Metro Mobility users.
	15	Rider's guide mailed to all Metro Mobility users.
	15	Standing order information mailed to affected Metro Mobility users.
October	1	Press releases distributed.
	4	Restructured Metro Mobility service begins.

REGIONAL TRANSIT BOARD

8. d

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101

DATE: July 15, 1986
TO: Regional Transit Board
FROM: Administration and Finance Committee
SUBJECT: 1986 MTC Budget Amendments

At its meeting July 17, 1986, the Administration and Finance Committee will review the proposed amendments to the Metropolitan Transit Commission's 1986 operating and capital budget. A verbal presentation will be given at the full board meeting held July 21, 1986.

RUTH FRANKLIN
CHAIR

BRD715/RTBTX1
ch

8. d.

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101

DATE: July 21, 1986
TO: Regional Transit Board
SUBJECT: Metropolitan Transit Commission 1986 Budget Amendments

At its meeting of July 17, 1986, the Administration and Finance Committee approved the following recommendation:

RECOMMENDATION:

That the Regional Transit Board approve the 1986 operating and capital budget amendments submitted to the Regional Transit Board on June 30, 1986, which result in an increase to the Metropolitan Transit Commission's 1986 budget of \$811,331, resulting in a \$764,900 increase to its multi-year capital authorizations.

Ruth Franklin
Chair
Administration and Finance Committee

8.d.

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101

DATE: July 11, 1986
TO: Administration and Finance Committee
FROM: Judith Hollander, Director of Planning & Programs
Greg Andrews, Director of Administration
SUBJECT: 1986 MTC Budget Amendments

Attached is a memorandum from the Metropolitan Transit Commission (MTC) to the RTB's executive director requesting approval of an amendment to the MTC's 1986 budget, revising both operating and capital projects. MTC representatives will be present at the July 17, 1986 Administration and Finance Committee meeting to discuss this proposed amendment. At that same time, RTB staff will make recommendations regarding these amendments.

Attachment
A&F711



METROPOLITAN TRANSIT COMMISSION

560-6th Avenue North, Minneapolis, Minnesota 55411-4398 612/349-7400

June 30, 1986

Mr. Ghaleb Abdul-Rahman
Executive Director
Regional Transit Board
270 Metro Square Building
St. Paul, MN 55101

Dear Ghaleb:

On June 23, 1986, the Metropolitan Transit Commission approved an amendment to its 1986 Budget, revising both operating and capital projects. I am enclosing copies of several charts which provide detailed information about the various projects. Also enclosed is the resolution adopted by the Commission and copies of project pages for each of three new capital projects proposed. Following is a description of the project amendments.

OPERATING PROJECTS

As shown on Chart #1, we are amending nine operating projects in the amount of \$116,695. The majority of these projects are Unified Planning Work Program (UPWP) or Federal Section 8 projects that require funding and activities to be carried forward from prior years. Other operating project changes are a result of shifts of labor hours among UPWP, Section 8 or capital projects. Chart #1 illustrates that although the operating projects are to increase by \$116,695, the MTC will actually require \$22,307 less Use of Working capital. This is due to the use of additional federal funds.

CAPITAL PROJECTS

As shown on Chart #2, we are amending nine capital projects in the amount of \$694,636. Please keep in mind that the authorizations described in the following paragraph refer to the multi-year, total project cost estimate, whereas the expenditures refer to the one-year, 1986 annual estimated expenditure. Also be aware that changes in authorizations and expenditures will not necessarily be equal due to estimated expenditures shifting between years. Example: In Project #3523, 1985 Capital Equipment, described on page 2, the total project authorization is decreased by \$112,190 because one major item, a \$100,000 street sweeper, is no longer planned for purchase. Yet the 1986 budget needs to be increased because \$107,000 of equipment budgeted for and scheduled for purchase in 1985 will now instead be purchased in 1986. The capital project amendments are categorized three ways: (1) Carryforward and change in authorization; (2) Carryforward and no change in authorization; and (3) New projects.

Carryforward and Change in Authorization. Three projects fall into this category of amended capital projects:

<u>Proj. #</u>	<u>Project Name</u>	<u>Requested Change In Multi-Year Authorization</u>	<u>Requested Change In 1986 Expenditures</u>	<u>Reason for Change</u>
3141	Heywood Facility	\$ 7,599	\$ 49,160	The \$7,600 authorization change is required to finish out the \$23 million project. The \$49,000 expenditure change is for work not completed as planned in 1985.
3523	1985 Capital Equip.	(112,190)	107,358	The \$112,000 reduction to authorizations is due mainly to a \$100,000 street sweeper, budgeted but no longer planned for purchase. The \$107,000 increased '86 expenditures is for equipment budgeted and scheduled for purchase in 1985, now delayed to 1986.
3643	Major Maintenance	49,700	49,700	Construction at the Overhaul Facility to correct an OSHA Citation was not completed as planned in 1985 and is carried over to 1986.
Total		<u>\$(54,891)</u>	<u>\$206,218</u>	

Carryforward and No Change in Authorization. Three projects fall into this category. Again, each project has activity and funding carried forward from 1985. Neither the scope nor the total cost of the projects is expected to change. These projects are:

<u>Proj. #</u>	<u>Project Name</u>	<u>Requested Change In Multi-Year Authorization</u>	<u>Requested Change In 1986 Expenditures</u>	<u>Reason for Change</u>
3263	Henn. Ave. Trnstwy.	-0-	\$ 14,111	Activities budgeted in 1985 not completed as planned to be carried forward to 1986.

Mr. Ghaleb Abdul-Rahman
June 30, 1986
Page Three

<u>Proj.</u> <u>#</u>	<u>Project Name</u>	<u>Requested Change In Multi-Year Authorization</u>	<u>Requested Change In 1986 Expenditures</u>	<u>Reason for Change</u>
3361	Bus Turnarounds	-0-	27,652	Activities budgeted in 1985 not completed as planned to be carried forward to 1986.
3550	Central \$ Cntg Rm	-0-	241,494	Activities budgeted in 1985 not completed as planned to be carried forward to 1986.

New Projects. Three new capital projects are proposed: #3660, Wayzata Park/Ride Lot; #3680, IDS Booth Relocation; and #3690, Shelters.

The \$88,007 authorization requested for the Wayzata Park/Ride Lot, Project #3660, consists of design, construction and staff costs for altering the existing facility. This facility serves daily as a park/ride lot for approximately 85 customers and as a timed transfer station for up to 200 customers who transfer between routes. Use of parking space on the site has increased 28% since March 1986. Planned improvements to the site include: realignment of bus and car traffic; replacement of deteriorating pavement; slight expansion of lot size; and increased passenger and driver amenities.

The \$92,947 authorization requested for the IDS Booth Relocation, Project #3680, includes costs associated with terminating our present booth location in the IDS Crystal Court and moving to and equipping another location. The space that we currently occupy will be unavailable to MTC on approximately August 1 of this year. This project proposes that leasehold improvements will be made to an alternate site. MTC staff is continuing to look at alternative sites as well as alternative means of providing this service.

Project #3690, Shelters, will include the design and construction of approximately 75 shelters in the I-394 corridor. Initial design work is planned for 1986 to continue in 1987. Approximately 45 shelters would be built in 1987; the balance of 30 in 1988. The total multi-year cost is estimated at \$638,837, with \$24,207 to be disbursed in 1986. Funding for this project is an approved federal Section 5 grant that includes money for shelters.

Capital Funding. As shown on Chart #2, the 1986 capital expenditures are estimated to increase by \$694,636. Of this, \$292,433 will be federally funded; \$402,203 will come from MTC's local capital fund.

SUMMARY

We propose to increase the 1986 budget from \$138,989,964 by \$811,331 to \$139,801,295 (see Chart #3). \$116,695 of this increase is to operating projects (see Chart #1). \$694,636 of the increase is to capital projects (see Chart #2). The multi-year capital project authorization is proposed to increase by \$764,900 (see Chart #4).

Mr. Ghaleb Abdul-Rahman
June 30, 1986
Page Four

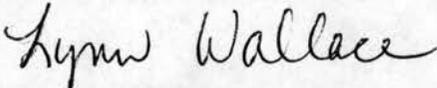
REQUEST FOR APPROVAL

MTC requests approval of the \$811,331 increase to its 1986 annual budget and of the \$764,900 increase to its multi-year capital authorizations.

We would appreciate it if the RTB can review this amendment as soon as possible and forward it to the Metropolitan Council for approval. As the preceding discussion indicates, it is necessary for us to quickly move forward on one or several projects.

If you have any questions, please contact me at 349-7709.

Sincerely,



Lynn Wallace
Budget Specialist

LW/njh/3233
Enclosures

cc: Commissioner Snowden
Commissioner Nawrocki
Commissioner Cochrane
John Capell
Bev Auld
John Farrell
Greg Andrews
Bob Thompson
Leonard Oppenheimer
Bill Berndt

METROPOLITAN TRANSIT COMMISSION

RESOLUTION NO. 86-
RESOLUTION REVISING THE MTC 1986 BUDGET

WHEREAS the Commission adopted its 1986 budget; and

WHEREAS the Commission now determines it necessary and desirable to revise the 1986 budget:

to carry forward certain activities and funds from the 1985 budget; and
to add certain activities and funds to the budget; and
to authorize and to fund certain unexpected disbursements.

BE IT THEREFORE RESOLVED that the following projects be revised for carry-overs, additions and/or deletions to the 1986 budget:

Project Number and Name	Adopted Budget	Amendment Amount	1986 Revised Budget
1102 Transportation Planning	\$ 39,407	\$ 19,006	\$ 58,413
1130 Hndcpd. Transportation Plng.	27,958	11,914	39,872
2415 Rideshare Planning & Eval.	29,749	14,758	44,507
2418 Pricing Study	-0-	9,031	9,031
2420 Workers' Comp. Study	-0-	44,187	44,187
2501 Transit Project Planning	-0-	37,369	37,369
Subtotal UPWP Changes	\$ 97,114	\$ 136,265	\$ 233,379
4401 Regular Transit Service	\$ 98,236,478	\$ (57,057)	\$ 98,179,421
6107 Human Resource Development	59,260	37,487	96,747
9000 Indirect Cost Allocation Project	(8,284,389)	22,974	(8,261,415)
9971 Human Resources	962,220	(24,674)	937,546
9973 Finance	3,950,403	1,700	3,952,103
Subtotal Other Operating Changes	\$ 94,923,972	\$ (19,570)	\$ 94,904,402
3141 Heywood Facility	\$ -0-	\$ 49,160	\$ 49,160
3263 Hennepin Avenue Transitway	35,867	14,111	49,978
3361 Bus Turnarounds	-0-	27,652	27,652
3523 1985 Capital Equipment	398,712	107,358	506,070
3550 Central Money Counting Room	98,370	241,494	339,864
3643 Major Maintenance	344,406	49,700	394,106
3660 Wayzata Park/Ride Lot	-0-	88,007	88,007
3680 IDS Booth Relocation	-0-	92,947	92,947
3690 Shelters	-0-	24,207	24,207
Subtotal Capital Changes	\$ 877,355	\$ 694,636	\$ 1,571,991
Total Changes	\$ 95,898,441	\$ 811,331	\$ 96,709,772

continued...

BE IT THEREFORE FURTHER RESOLVED that the operating projects of the 1986 Budget be increased from \$105,607,527 by \$116,695 to \$105,724,222, the capital projects of the 1987 Budget be increased from \$29,160,223 by \$694,636 to \$29,854,859 with no change to \$4,222,214 of debt service projects, increasing the total 1986 Budget from \$138,989,964 by \$811,331 to \$139,801,295.

BE IT FURTHER RESOLVED that the amendments be submitted to the Regional Transit Board for approval.

kal/5780
6/19/86

FILE NAME: B6AMEND

1986 BUDGET AMENDMENT OPERATING PROJECTS

CHART #1

LAW/6/25/86	PROJECT 1102 TRANSP PLANNING	PROJECT 1130 HMDCPD TRANSP PLNG	PROJECT 2415 RIDESHR PLNG & EVAL	PROJECT 2418 PRICING STUDY	PROJECT 2420 WORKERS COMP STUDY	PROJECT 2501 TRANSIT PROJECT PLNG	PROJECT 4401 REGULAR TRANSIT SRVCE	PROJECT 6107 HUMAN RESOURCE DEVELOP	PROJECT 9000 INDIRECT COST ALLOC	PROJECT 9971 HUMAN RESOURCES	PROJECT 9973 FINANCE	OPERATING PROJECTS TOTAL
CHANGES IN OPERATING EXPENSES:												
ADM HOURS	710	0	0	41	330	1,000	(943)	758		(1,088)	80	888
501-03 ADM LABOR	\$10,962			\$626	\$3,882	\$15,248	(\$15,311)	\$10,568		(\$14,450)	\$1,106	\$12,631
502-99 FRINGE BENEFITS	4,932			282	1,728	6,861	(6,888)	4,756		(6,484)	498	5,685
503-03 PROF SRVCS		12,314	14,758	7,945	35,000	12,185		16,500				98,702
503-07 SECURITY												
504-99 OTHER MATERIALS					2,500			3,000				5,500
509-20 LOCAL TRVL REIMB		(400)										(400)
509-99 MISC OTHER												0
510-05 INDIRECTS	3,112			178	1,077	3,075	(34,858)	2,663	22,974	(3,740)	96	(5,423)
512-11 REV COLLECT LEASE												0
TOTAL OPER EXPENSE CHANGES	\$19,006	\$11,914	\$14,758	\$9,031	\$44,187	\$37,369	(\$57,057)	\$37,487	\$22,974	(\$24,674)	\$1,700	\$116,695
CHANGES IN CAPITAL DISBURSEMENTS:												
552-01 VEHICLES												
552-02 TRAILER EQUIPMENT												
552-04 FARE COLLECT EQUIP												
552-06 SECURITY EQUIP												
552-07 MGMT INFO												
552-08 COMMUNICATIONS												
553-02 TOOLS/EQUIPMENT												
558-01 ENG & DESIGN												
558-02 CONSTRUCT MGMT												
558-03 LEGAL												
558-04 APPRAISAL												
558-05 RELOCATION												
561-00 CONSTRUCTION												
562-00 REHAB/RENOV												
590-00 CONTINGENCIES												
TOTAL CAPTL DSBRMNT CHNGS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
GRAND TOTAL CHANGES	\$19,006	\$11,914	\$14,758	\$9,031	\$44,187	\$37,369	(\$57,057)	\$37,487	\$22,974	(\$24,674)	\$1,700	\$116,695
CHANGES IN RTB TRANSIT ASSISTANCE/WORKING CAPITAL:												
FEDERAL SUBSIDIES												
1984 UPWP			\$9,995	\$7,225	\$35,350	\$24,107						\$76,677
1985 UPWP	15,205	9,531	1,811			5,788						32,335
SECTION 8								29,990				29,990
TOTAL FEDERAL SUBSIDIES	\$15,205	\$9,531	\$11,806	\$7,225	\$35,350	\$29,895	\$0	\$29,990	\$0	\$0	\$0	\$139,002
USE OF WORKING CAPITAL	3,801	2,383	2,952	1,806	8,837	7,474	(57,057)	7,497	22,974	(24,674)	1,700	(22,307)
TOTAL CHNGS: ASST/WRKNG CAP	\$19,006	\$11,914	\$14,758	\$9,031	\$44,187	\$37,369	(\$57,057)	\$37,487	\$22,974	(\$24,674)	\$1,700	\$116,695

FILE NAME: 86AMEND

1986 BUDGET AMENDMENT--CAPITAL PROJECTS

CHART #2

	PROJECT 3141	PROJECT 3263	PROJECT 3361	PROJECT 3523	PROJECT 3550	PROJECT 3643	PROJECT 3660	PROJECT 3680	PROJECT 3690	CAPITAL PROJECTS TOTAL
	HEYWOOD FCLTY	HENN AVE TANSTWY	BUS TRNRNDS	1985 CAP	CENTRAL CNIG RM	MAJOR MNTCE	MAYZATA PR LOT	IDS BOOTH	SHELTERS	
CHANGES IN OPERATING EXPENSES:										
ADM HOURS			80	64	480		250	460	500	1,834
501-03 ADM LABOR			\$1,482	\$1,000	\$7,669		\$4,568	\$7,049	\$7,364	\$29,132
502-99 FRINGE BENEFITS			667	450	3,451		2,055	3,172	3,318	13,113
503-03 PROF SRVCS										0
503-07 SECURITY								5,000		5,000
504-99 OTHER MATERIALS										0
509-20 LOCAL TRVL REIMB									200	200
509-99 MISC OTHER		549							200	749
510-05 INDIRECTS			203	137	1,106		626	1,726	1,625	5,423
512-11 REV COLLECT LEASE										0
TOTAL OPER EXPENSE CHANGES	\$0	\$549	\$2,352	\$1,587	\$12,226	\$0	\$7,249	\$16,947	\$12,707	\$53,617
CHANGES IN CAPITAL DISBURSEMENTS:										
552-01 VEHICLES				1,260						1,260
552-02 OFFICE EQUIPMENT				5,425				1,000		6,425
552-04 FARE COLLECT EQUIP				22,687	60,000					82,687
552-06 SECURITY EQUIP					14,360			10,000		24,360
552-07 MGMT INFO								5,000		5,000
552-08 COMMUNICATIONS				19,000				5,000		24,000
553-02 TOOLS/EQUIPMENT				31,500						31,500
558-01 ENG & DESIGN		12,300	2,560		15,000	3,800	15,000	5,000	11,500	65,160
558-02 CONSTRUCT MGMT					4,834					4,834
558-03 LEGAL								1,000		1,000
558-04 APPRAISAL								3,000		3,000
558-05 RELOCATION								1,000		1,000
561-00 CONSTRUCTION	49,160		22,740		120,000	45,900	65,758			303,558
562-00 REHAB/RENOV								40,000		40,000
590-00 CONTINGENCIES		1,262		25,899	15,074			5,000		47,235
TOTAL CAPTL DSBRSMT CHNGS	\$49,160	\$13,562	\$25,300	\$105,771	\$229,268	\$49,700	\$80,758	\$76,000	\$11,500	\$641,019
GRAND TOTAL CHANGES	\$49,160	\$14,111	\$27,652	\$107,358	\$241,494	\$49,700	\$88,007	\$92,947	\$24,207	\$694,636
CHANGES IN CAPITAL FUNDING:										
FEDERAL SECTION 5									\$19,366	\$19,366
FEDERAL 1985 SECTION 9				\$79,872	\$193,195					273,067
LOCAL CAPITAL FUND	\$49,160	\$14,111	\$27,652	27,486	48,299	\$49,700	\$88,007	\$92,947	4,841	402,203
TOTAL CHNGS IN CAP FUNDING	\$49,160	\$14,111	\$27,652	\$107,358	\$241,494	\$49,700	\$88,007	\$92,947	\$24,207	\$694,636
GRAND TOTAL CHANGES	\$49,160	\$14,111	\$27,652	\$107,358	\$241,494	\$49,700	\$88,007	\$92,947	\$24,207	\$694,636

LAW/6/25/86

	FROM CHART #1 OPERATING PROJECTS TOTAL	FROM CHART #21 CAPITAL PROJECTS TOTAL	ALL PROJECTS TOTAL
=====			
CHANGES IN OPERATING EXPENSES:			
ADM HOURS	888	1,834	2,722
501-03 ADM LABOR	\$12,631	\$29,132	\$41,763
502-99 FRINGE BENEFITS	5,685	13,113	18,798
503-03 PROF SRVCS	98,702	0	98,702
503-07 SECURITY		5,000	5,000
504-99 OTHER MATERIALS	5,500	0	5,500
509-20 LOCAL TRVL REIMB	(400)	200	(200)
509-99 MISC OTHER	0	749	749
510-05 INDIRECTS	(5,423)	5,423	0
512-11 REV COLLECT LEASE	0	0	0
	-----	-----	-----
TOTAL OPER EXPENSE CHANGES	\$116,695	\$53,617	\$170,312
CHANGES IN CAPITAL DISBURSEMENTS:			
552-01 VEHICLES		1,260	1,260
552-02 OFFICE EQUIPMENT		6,425	6,425
552-04 FARE COLLECT EQUIP		82,687	82,687
552-06 SECURITY EQUIP		24,360	24,360
552-07 MGMT INFO		5,000	5,000
552-08 COMMUNICATIONS		24,000	24,000
553-02 TOOLS/EQUIPMENT		31,500	31,500
558-01 ENG & DESIGN		65,160	65,160
558-02 CONSTRUCT MGMT		4,834	4,834
558-03 LEGAL		1,000	1,000
558-04 APPRAISAL		3,000	3,000
558-05 RELOCATION		1,000	1,000
561-00 CONSTRUCTION		303,558	303,558
562-00 REHAB/RENOV		40,000	40,000
590-00 CONTINGENCIES		47,235	47,235
	-----	-----	-----
TOTAL CAPTL DSBRSMNT CHNGS	\$0	\$641,019	\$641,019
		0	0
GRAND TOTAL CHANGES	\$116,695	\$694,636	\$811,331
=====			
CHANGES IN RTB TRANSIT ASSISTANCE/WRKG CAPITAL			

FEDERAL SUBSIDIES			
1984 UPWP	\$76,677		\$76,677
1985 UPWP	32,335		32,335
SECTION 8	29,990		29,990
	-----		-----
TOTAL FEDERAL SUBSIDIES	\$139,002		139,002
	0		0
USE OF WORKING CAPITAL	(22,307)		(22,307)
	-----		-----
TOTAL CHNGS: ASST/WRKNG CAP	\$116,695		\$116,695
=====			
CHANGES IN CAPITAL FUNDING:			

FEDERAL SECTION 5		\$19,366	\$19,366
FEDERAL 1985 SECTION 9		273,067	273,067
LOCAL CAPITAL FUND		402,203	402,203
	-----	-----	-----
TOTAL CHNGS IN CAP FUNDING		\$694,636	\$694,636
	-----	-----	-----
GRAND TOTAL CHANGES	\$116,695	\$694,636	\$811,331
=====			

6/25/86

1986 AMENDED BUDGET
AUTHORIZATION CHART

CHART #4

	EXPENDITURES PRIOR TO 1986	1986 PROPOSED AMENDED BUDGET	1987 & FUTURE EXPENDITURES	TOTAL PROJECT EXPENDITURES	CURRENT AUTHORIZATION	REQUESTED CHANGE	REVISED AUTHORIZATION
3141 HEYWOOD FACILITY	\$23,462,384	\$49,160	\$0	\$23,511,544	\$23,503,945	\$7,599	\$23,511,544
3263 HENNEPIN AVE TRNSTWAY	6,722	49,978	0	56,700	56,700	0	56,700
3361 BUS TURNAROUNDS	138,048	27,652	0	165,700	165,700	0	165,700
3523 85 CAPITAL EQUIPMENT	213,372	506,070	0	719,442	831,632	(112,190)	719,442
3550 CENTRAL & CNTNG ROOM	303	339,864	61,883	402,050	402,050	0	402,050
3643 MAJOR MAINTENANCE	0	394,106	0	394,106	344,406	49,700	394,106
3660 WAYZATA PARK/RIDE LOT	0	88,007	0	88,007	0	88,007	88,007
3680 IDS BOOTH RELOCATION	0	92,947	0	92,947	0	92,947	92,947
3690 SHELTERS	0	24,207	614,633	638,840	0	638,837	638,837
TOTAL	\$23,820,829	\$1,571,991	\$676,516	\$26,069,336	\$25,304,433	\$764,900	\$26,069,333

PROJECT DESCRIPTION:

Provide for increased bus turnaround needs and for improved passenger and driver amenities at the Wayzata Park and Ride Facility: The passenger shelter will get heat, light, and a pay-phone; restroom will be provided for bus drivers; and bus turnarounds will be switched with existing passenger parking (which will increase slightly).

X Project Name Wayzata Park/Ride Lot
 X
 X Project # 3660
 X
 X Previously Amended
 X Authorized Project Project Project
 X History of Authorization:
 X
 X No prior authorization.
 X
 X
 X

MILESTONES:

1986 Design facility and changes (done). Bids, select contractor. Build shelter/driver facility. Relocate turnarounds and repave passenger parking.

19__

19__

EXPENDITURES:

	Prior Authorizations	Estimated Expenditures Through 1985	Requested Authorization	Projected 1986 Expenditures	Projected 1987 Expenditures	Projected Future Expenditures	Total Project
Authorizations	\$ -0-		\$ 88,007				\$ 88,007
Expenditures		\$ -0-		\$ 88,007	\$ -0-	\$ -0-	\$ 88,007

FUNDING:	Fund	Grant	Status	Percent	Federal	Local	Total
	10	--	Proposed	0/100	\$ -0-	\$ 88,007	\$ 88,007

Project Name Wayzata Park/Ride Lot X
 X
 Project # 3660 X 1985 Budget -0-
 X
 Project Manager John Eaves X 1985 Estimated Actual -0-
 X

EXPENDITURES:	Amount	X	REVENUES & SOURCES OF FUNDS:	Amount
501 Labor	\$ 4,568	X	Federal Share: Aprv Pend Prop	
502 Fringe Benefits	2,055	X	(Fund-Section-Grant)	
503 Services		X		\$
509 Miscellaneous		X		
510 Indirect Costs	626	X		
551 Purchase of Buses		X		
552 Support Equipment		X		
553 Service & Maintenance Equipment		X	Local Share: (Capital Fund)	88,007
554 Equipment Renovation/Improvements		X	REVENUES & SOURCES OF FUNDS:	\$ 88,007
556 Real Estate Acquisition		X		
558 Professional Service Contracts	15,000	X	MTC Staff Hours <u>250</u> Consultant Hours <u>1</u>	
559 Passenger Facilities		X		
560 Demolition		X	REMARKS:	
561 Construction of Facilities	65,758	X		
562 Rehab/Renov Facilities		X		
563 Right of Way Construction		X		
590 Contingencies		X		
<u>TOTAL EXPENDITURES:</u>	<u>\$ 88,007</u>	X		
		X		

PROJECT DESCRIPTION:

To replace the existing transit booth in downtown Mpls. This MTC "Transit Store" will provide transit patrons with self-serve bus schedule information and access to the purchase of monthly bus passes and other convenience fare items.

X Project Name IDS Booth Relocation
 X
 X Project # 3680
 X
 X Previously Authorized Project Amended Project Project
 X History of Authorization:
 X
 X No prior authorization.
 X
 X
 X

MILESTONES:

1986 Negotiate lease agreement, conduct leasehold improvements, install equipment and relocate ticket operations to permanent location.

19__

19__

EXPENDITURES:

	Prior Authorizations	Estimated Expenditures Through 1985	Requested Authorization	Projected 1986 Expenditures	Projected 1987 Expenditures	Projected Future Expenditures	Total Project
Authorizations	\$ -0-		\$ 92,947				\$ 92,947
Expenditures		\$ -0-		\$ 92,947	\$ -0-	\$ -0-	\$ 92,947

FUNDING:

Fund	Grant	Status	Percent	Federal	Local	Total
10	--	Proposed	0/100	\$ -0-	\$ 92,947	\$ 92,947

Project Name IDS Booth X
 Project # 3680 X 1985 Budget -0-
 Project Manager Mark Geoghegan X 1985 Estimated Actual -0-

EXPENDITURES:	Amount	X	REVENUES & SOURCES OF FUNDS:	Amount
501 Labor	\$ 7,049	X	Federal Share: Aprv Pend Prop	
502 Fringe Benefits	3,172	X	(Fund-Section-Grant)	
503 Services	5,000	X		\$
509 Miscellaneous		X		
510 Indirect Costs	1,726	X		
551 Purchase of Buses		X		
552 Support Equipment	21,000	X		
553 Service & Maintenance Equipment		X	Local Share: (Capital Fund)	92,947
554 Equipment Renovation/Improvements		X	REVENUES & SOURCES OF FUNDS:	\$ 92,947
556 Real Estate Acquisition		X		
558 Professional Service Contracts	10,000	X	MTC Staff Hours <u>460</u> Consultant Hours <u>1</u>	
559 Passenger Facilities		X		
560 Demolition		X	REMARKS:	
561 Construction of Facilities		X		
562 Rehab/Renov Facilities	40,000	X		
563 Right of Way Construction		X		
590 Contingencies	5,000	X		
TOTAL EXPENDITURES:	\$ 92,947	X		

PROJECT DESCRIPTION:

Purchase and install 75 passenger waiting shelters.

X Project Name Shelters
 X
 X Project # 3690
 X
 X Previously Authorized Project Amended Project New Project
 X History of Authorization:
 X
 X No prior authorization.
 X
 X
 X

MILESTONES:

- 1986 Pick consultant, perform surveys.
- 1987 Design shelter, prepare 45 site plans.
- 1988 Build ³⁰45 shelters.

EXPENDITURES:

	Prior Authorizations	Estimated Expenditures Through 1985	Requested Authorization	Projected 1986 Expenditures	Projected 1987 Expenditures	Projected Future Expenditures	Total Project
Authorizations	\$ -0-		\$ 638,837				\$ 638,837
Expenditures		\$ -0-		\$ 24,207	\$ 348,704	\$ 265,929	\$ 638,837

FUNDING:

Fund	Grant	Status	Percent	Federal	Local	Total
46	MN-05-0003	Approved	80/20	\$511,070	\$127,767	\$638,837

Project Name Shelters X
 Project # 3690 X 1985 Budget -0-
 Project Manager Larry Schumi X 1985 Estimated Actual -0-

EXPENDITURES:		Amount	X	REVENUES & SOURCES OF FUNDS:		Amount
501 Labor		\$ 7,364	X	Federal Share:	Aprv Pend Prop	
502 Fringe Benefits		3,318	X	(Fund-Section-Grant)		
503 Services			X	46-MN-05-0003 '79 TSI		\$ 19,366
509 Miscellaneous		400	X			
510 Indirect Costs		1,625	X			
551 Purchase of Buses			X			
552 Support Equipment			X			
553 Service & Maintenance Equipment			X	Local Share: (Capital Fund)		4,841
554 Equipment Renovation/Improvements			X	REVENUES & SOURCES OF FUNDS:		\$ 24,207
556 Real Estate Acquisition			X			
558 Professional Service Contracts		11,500	X	MTC Staff Hours <u>500</u>	Consultant Hours <u>1</u>	
559 Passenger Facilities			X			
560 Demolition			X	REMARKS:		
561 Construction of Facilities			X			
562 Rehab/Renov Facilities			X			
563 Right of Way Construction			X			
590 Contingencies			X			
TOTAL EXPENDITURES:		\$ 24,207	X			

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101

DATE: July 3, 1986
TO: Administration and Finance Committee
FROM: Ghaleb Abdul-Rahman, Executive Director
SUBJECT: Proposed 1987 Budget Working Document

Attached is a copy of the proposed 1987 Regional Transit Board Budget. This document should be viewed clearly as a working document since many of the estimated expenditures and sources of funding are yet preliminary in nature. The Budget Overview will later be expanded to provide additional budget information and analysis.

The expected schedule for review and discussion of the budget is as follows:

July 7	Regional Transit Board members will receive a copy of the MTC budget.
July 10	Administration and Finance Committee will meet; the primary focus of this meeting will be to discuss the enclosed RTB administrative budget.
July 17	Administration and Finance Committee will meet to continue its discussion of the RTB budget; a presentation of the MTC budget will be made by MTC staff with a supplemental review by RTB staff.
July 21	The RTB will consider the budget at its meeting. Approval of the document for the purposes of public hearing is expected.
July 24	Administration and Finance Committee will meet to continue its discussion of the RTB budget as necessary.
August 11	RTB holds public hearing on budget.

Attachment
budget

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101

DATE: July 3, 1986
TO: Regional Transit Board
FROM: Ghaleb Abdul-Rahman, Executive Director
SUBJECT: 1987 Regional Transit Board Budget Overview

The proposed 1987 Regional Transit Board (RTB) budget sets forth the projected revenues and expenditures associated with the public transit activities of the RTB in the Twin Cities metropolitan area. The document has been developed to reflect agency priorities identified in the Interim Implementation Plan, preliminary conclusions and findings made in the Transit Service Needs Assessment as well as specific, additional federal and state legislative mandates. Many of these activities represent on-going RTB efforts, whereas several other activities have been developed as new RTB initiatives in the area of public transit service.

All of the budget activities have been developed within the context of meeting five basic objectives:

1. Provide for a comprehensive set of transit and paratransit services to meet the needs of metropolitan area residents.
2. Utilize private and public transit providers to ensure the most efficient and coordinated use of existing and planned transit resources.
3. Develop a public information and legislative strategy to ensure that metropolitan area residents, organizations, and the Legislature are well-informed and actively involved in public transit activities.
4. Utilize public resources and investments in the most efficient manner possible in order to establish and maintain a strong financial base for public transit activities.
5. Maintain a strong internal organization that operates as a coordinated and effective team

These objectives are reflective of an agency that is still growing in order to better meet the public transit needs of the metropolitan area and, at the same time, indicative of an agency that is now recognized as a viable and responsible partner in the transportation community. A description of specific changes from the 1986 budget and new activities follow.

Activities

--The RTB has become increasingly involved with Major Corridor Studies (Activity 87-05), including I-35W, I-494 and I-94 to ensure that transit issues and components are adequately addressed. In 1986, the I-35W study (Activity 86-06) was singled out as a project; however, in 1987, this study has been grouped with other corridor efforts for simplicity and also to indicate the total level of effort that the RTB is making in coordination with the variety of major corridor studies planned or underway.

--Activity 87-09--Urban Travel Analysis and Policy Plan Updates--has been modified to indicate the necessary RTB involvement in the Metropolitan Council's Policy Plan Update which will be underway in 1987.

--The RTB's involvement in handicapped transportation planning in 1987 (Activity 87-10) will focus on the evaluation of the restructured Metro Mobility service and the preparation of documentation necessary to submit to the Urban Mass Transportation Administration required by the recently enacted 504 regulations.

--In the area of Regional Rideshare Coordination (Activity 87-11), the RTB will focus its efforts on implementing recommendations to be made as a result of its evaluation of alternative management structures for the rideshare program, which is expected to be completed in February, 1987.

--RTB's efforts in the I-394 Planning and Implementation Activity (Activity 87-13) will be continued. Although this is a major corridor project, it has been identified as a separate activity to reflect the more detailed implementation planning efforts required of this project.

--In 1986, an activity was designated for the RTB's major efforts in developing the Transit Service Needs Assessment and the Implementation Plan. This activity is not included in the 1987 budget; rather, the detailed planning and implementation efforts required to carry out the recommendations and priorities established in these two documents are included as part of Activity 87-13--Transit System Planning and Implementation.

--Activity 87-14--Transit Programs and Administration--reflects the full assumption of responsibility by the RTB for the administration of transit contracts with providers for transit services. Several specialized projects, such as the development of a capital plan for identifying the fleet and facilities needs of providers, will be developed as part of this activity.

--Competitive Transit Services (Activity 87-22) is a new RTB activity. This activity, funded as an UMTA demonstration project, is intended to increase the efficiency of transit in the metropolitan area through fully competitive transit services.

--Preliminary Engineering for Corridor Transit Improvements (Activity 87-23) is also a new RTB activity. This project builds upon the work of previous studies and recommendations adopted by the RTB and the Metropolitan Council. Activity expenses are primarily for consultant costs. Costs of additional staff, specific to this project, are not included.

--Although previous work has been done in the area of Taxicab Planning and Coordination (Activity 87-24), the separation of this activity is new to the 1987 budget. Efforts in this area will focus on the identification of appropriate roles for taxis as providers of public transit service and identification and implementation of legislative, regulatory and program initiatives intended to increase taxicab participation.

--Contract and Procedures Administration (Activity 87-18) was expanded in the 1987 budget to reflect increased RTB responsibilities in this area. Contract administration will provide support services, including accounting and auditing service, compliance procedures and administrative and financial management expertise to the development of contracts.

--Office Services (Activity 87-25) is a new activity, added to the 1987 budget to coordinate the office services function of the RTB as the agency expands. Efforts in this area will focus on providing efficient, cost-effective office services. A major effort in 1987 will be space planning for the anticipated office move and coordination with the other metropolitan agencies regarding joint services.

Staffing

In 1986, the RTB identified a staff of 24 individuals necessary to carry out its responsibilities, in addition to the Chairman. As the agency has become involved in the full-scale implementation of its duties and, furthermore, has identified the necessary activities required to make transit service more cost-effective and responsive to the needs of the metropolitan area residents, it is clear that additional personnel are required. Eight additional positions need to be hired in 1987 in order to meet these needs. A careful analysis of the legal needs of the agency has led to the decision to eliminate the full-time in-house attorney from the 1987 budget. This position was budgeted for in 1986 but has never been filled. The RTB will continue contracting for legal services. The net gain in positions proposed by this budget is seven, thus bringing the total staff complement to 31, in addition to the Chairman. The additional staff positions are:

1. The Public Information Assistant will report to the Public Information Officer and will assist with developing and carrying out strategies to inform and involve the public about RTB activities.
2. The additional Planner will be responsible for assisting with the design, development, conduct, research and evaluation of the elements of transit project planning projects identified in the Transit Service Needs Assessment.
3. The Competitive Transit Project Administrator will coordinate the fully competitive transit service demonstration project. This individual will identify and evaluate the capability of providers, identify barriers to participation and establish, implement, monitor and evaluate the competitive bidding process. This position is funded under the UMTA demonstration grant.
4. The Fiscal Analyst will participate in the development of financial plans and projections, financial forecasting, audit services, and the evaluation of performance standards.

5. The Office Service Supervisor will report to the Director of Administration and will be responsible for coordinating the office services function of the agency. Some of the major projects that this individual will participate in will be space planning for the anticipated office move and coordination with the other metropolitan agencies regarding the possibility of shared services (central services, duplicating, phone service, etc.)
6. The Accounts Clerk will assist the Accounting Department in data entry, accounts payable and receivable, postings of receipts and disbursements and other routine accounting functions.
7. The Administrative Services Supervisor will report to the Director of Administration and Finance and will be responsible for the day to day management and coordination of the administrative support services of the RTB. This includes the following: development and maintenance of administrative policies and procedures, liaison with other agencies, coordination of administrative services to Board, Committees and staff and overall coordination of the budget process, personnel administration, administrative and financial plans and employee training and development.
8. The Contracts and Procedures Administrator will contribute administrative and financial management expertise to the development and negotiation of contracts as well as providing staff support for audit and compliance procedures and purchasing functions.

A copy of the proposed organizational chart which includes these eight new positions can be found after Table 7 in the budget document.

Expenses and Revenues

The proposed 1987 budget, as presented in this working document, totals \$86,665,000. The total budget shows an 18.7% increase over the expenses and revenues projected in 1986, reflecting the inflated costs of providing transit services as well as the expanded activities of the Regional Transit Board.

The majority of the expenses of the proposed budget is contained in Activity 87-14, Transit Programs and Administration. The expense included in this activity are based on the requests for financial assistance in 1987 recently submitted to the Regional Transit Board. The total costs of this effort will change when RTB staff has the opportunity to analyze these requests and negotiate contracts with providers.

Proposed expenditures for Planning and Programs activities in 1987 total \$80,923,150, reflecting a 14.0% increase over 1986 expenditures in this category. Major reasons for this increase are the addition of new activities 87-22 Competitive Transit 87-23 Preliminary Engineering, and 87-26 Capital Improvements for Transit Providers, totalling nearly \$2,006,000. The addition of staff also contributes to the increase.

Generally, the expected sources of revenues to fund these activities remain the same, except that the state planning grant is assumed to increase from \$1,750,000 to \$2,000,000 in the next biennium, it is assumed that the RTB would request state assistance for its preliminary engineering efforts, and a portion of the UMTA grant for the competitive transit demonstration project (approximately \$350,000) has been added.

Proposed expenditures for RTB support activities included in the working document total \$1,370,466, about a 126% increase over 1986. Support activities show significant growth as the agency needs have become more clearly identified. The costs of these support activities has been spread to the Planning and Programs activities. All administrative costs have been budgeted against federal grants, the State administration grant and our projected 1986 balance. No administration support costs are budgeted against State transit assistance or tax revenues.

Expenditures for the Metropolitan Council "chargeback" are expected to total \$280,000 as indicated in recent correspondence to the RTB. Meetings will be held with the Metro Council to discuss the specific elements of the chargeback. This estimate reflects an increase of \$70,300, or 33.5% over the 1986 projection.

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Capital Expenditure Program (87-20) Detail.....
Regional Transit Board Resolution Approving Budget....

1987 REGIONAL TRANSIT BOARD WORK ACTIVITY STATEMENT

ACTIVITY NUMBER: 87-01

DATE: August 1, 1986

ACTIVITY TITLE: Regional Transit Board Policy Management

PURPOSE, APPROACH AND RELATIONSHIP TO PREVIOUS WORK

Purpose:

To support the activities of the Regional Transit Board, its Chair, and the assistant to the Chair.

Approach:

The expenses associated with the Board's activities, including travel, per diems, salaries of the Chair and direct staff assistance are included within this activity.

Relationship to Previous Work:

Continuing project.

PRODUCTS

COMPLETION DATES

Policy direction for transit planning activities and transit programs.	Ongoing
Staff assistance to the Chair and the Board in the adoption of Board policies and programs.	Ongoing
Legislative program and maintenance of inter-governmental communications.	Ongoing

<u>STAFF COMPLEMENT</u>	<u>1987 HOURS</u>
Chairman	1708
Assistant to Chair	906
Administrative Assistant	880
	—
TOTAL	3494

<u>EXPENDITURES</u>	<u>1987 ESTIMATED</u>
Salaries & Benefits	\$ 97,661
Consultants	51,500
Travel	48,500
Printing	0
General Overhead - Support Services	155,560
Metropolitan Council Chargebacks	18,000
Per Diems	38,000
Equipment Rental/Maintenance	4,750
	—
TOTAL	\$413,971

<u>REVENUES</u>	<u>1987 ESTIMATED</u>
Federal Grants:	
UMTA Planning	
UMTA Transit Study	
State Grants:	
RTB Administrative Funds	\$413,971
Planning Funds	
Interest Revenues	
Other Source Funds	
	—
TOTAL	\$413,971

1987 REGIONAL TRANSIT BOARD WORK ACTIVITY STATEMENT

ACTIVITY NUMBER: 87-02

DATE: August 1, 1986

ACTIVITY TITLE: Executive Director's Office

PURPOSE, APPROACH AND RELATIONSHIP TO PREVIOUS WORK

Purpose:

To carry out the administrative responsibilities of the Regional Transit Board with the assistance of the Director of Planning and Programs and the Director of Administration. Major responsibilities include strategic planning, personnel administration, management of RTB's work programs and budget, and implementation of policies and procedures to ensure that Board programs are carried out effectively.

Approach:

This activity includes the expenses of the Executive Director, and the Administrative Assistant.

Relationship to Previous Work:

This work represents a continuation of 1986 activities.

PRODUCTS

COMPLETION DATES

Management of the annual work program and budget to ensure the implementation of RTB policies and programs.	Ongoing
Coordination of the RTB's strategic planning activities.	Ongoing
Coordination of the RTB Staffing Plan.	Ongoing
Coordination of legal services to the Board and departments.	Ongoing
Implementation of Board decisions through the appointment and executive direction of Board employees.	Ongoing

<u>STAFF COMPLEMENT</u>	<u>1987 HOURS</u>
Executive Director	1734
Assistant to Chair	906
Administrative Assistant	880
	<hr/>
TOTAL	3520

<u>EXPENDITURES</u>	<u>1987 ESTIMATED</u>
Salaries & Benefits	\$104,240
Consultants	70,000
Travel	9,100
Printing	0
General Overhead - Support Services	0
Metropolitan Council Chargebacks	0
	<hr/>
TOTAL	\$183,340

REVENUES STATEMENT

The Executive Director's Office expenditures are allocated as indirect overhead - support services - to planning and program activities where they are balanced by various revenue resources.

1987 REGIONAL TRANSIT BOARD WORK ACTIVITY STATEMENT

ACTIVITY NUMBER: 87-19

DATE: August 1, 1986

ACTIVITY TITLE: Public Information

PURPOSE, APPROACH AND RELATIONSHIP TO PREVIOUS WORK

Purpose:

To inform the public about activities and programs of the RTB through external communications, contacts and informational materials. To encourage the public to be informed about the RTB and to participate in the RTB's decision-making process.

Approach:

Community relations, intergovernmental relations, media relations and public relations are the primary activities used to fulfill the public information role of the RTB. Each of these elements provide a broad-based, coordinated effort designed to encourage public awareness and participation of all RTB programs and their impacts on regional transit.

Relationship to Previous Work:

Continuous.

PRODUCTS

COMPLETION DATES

Public information materials - development and distribution	Ongoing
Coordination of RTB's legislative informational materials and assist in informing legislature about our programs and legislative goals	Ongoing
Media relations for RTB programs.	Ongoing
RTB annual conference development	December 1987
Intergovernmental, business and community relations activities	Ongoing
Development of public participation strategies of RTB programs	Ongoing

<u>STAFF COMPLEMENT</u>	<u>1987 HOURS</u>
Public Information Officer	1734
Public Information Assistant	1812
Secretary	100
Interns	1000
TOTAL	<u>4646</u>

<u>EXPENDITURES</u>	<u>1987 HOURS</u>
Salaries & Benefits	\$70,105
Consultants	9,700
Travel	3,150
Printing	6,000
General Overhead - Support Services	0
Metropolitan Council Chargebacks	0
TOTAL	<u>\$88,955</u>

REVENUES STATEMENT

Public Information expenditures are allocated as indirect overhead (support services) to planning and program activities where they are balanced by various revenue resources.

1987 REGIONAL TRANSIT BOARD WORK ACTIVITY STATEMENT

Activity Number: 87-03

Activity Title: Planning and Programs Administration Cont'd. X New

PURPOSE, APPROACH AND RELATIONSHIP TO PREVIOUS WORK

Purpose:

To provide for the general administration of the activities of the Planning and Programs Division of the Regional Transit Board.

Approach:

To participate in projects, activities and provide overall management of the Planning and Programs Division. Project includes the expenses of two secretaries, local travel expenses and other general administrative expenses of the division.

Relationship to Previous Work:

This work represents a continuation of 1986 activities.

PRODUCTS

COMPLETION DATES

Preparation of technical memoranda and reports responding to legislative and community requests.	Ongoing
Participation in 1988 Budget.	Fall, 1987
Staff hiring and training.	Ongoing
Organizational support to RTB, staff and general public.	Ongoing

<u>STAFF COMPLEMENT</u>	<u>1987 HOURS</u>
Director of Planning and Programs	720
Planning Manager	189
Program Manager	195
Planner	364
Secretary	3546
Interns	200
	<hr/>
TOTAL	5214

<u>EXPENDITURES</u>	<u>1987 ESTIMATED</u>
Salaries & Benefits	\$89,454
Consultant	2,500
Travel	13,550
Printing	0
General Overhead - Support Services	187,461
Metropolitan Council Chargebacks	11,600
	<hr/>
TOTAL	\$304,565

<u>REVENUES</u>	<u>1987 ESTIMATED</u>
Federal Grants:	
UMTA Planning	
UMTA Transit Study	
State Grants:	
RTB Administrative Funds	\$304,565
Planning Funds	
Interest Revenues	
Other Source Funds	
	<hr/>
TOTAL	\$304,565

1987 REGIONAL TRANSIT BOARD WORK ACTIVITY STATEMENT

Activity Number: 87-04

Activity Title: Transportation Planning Process Cont'd. X New

PURPOSE, APPROACH AND RELATIONSHIP TO PREVIOUS WORK

Purpose:

To provide RTB planning and programs support to coordinate, support and maintain the interagency 3-C (continuing, comprehensive, cooperative) planning process pursuant to state and federal statutes and regulations, specifically those associated with the Urban Mass Transportation Administration's Section 8 Planning program.

Approach:

The RTB will participate in the 3-C process through participation in the interagency committee structure, special technical advisory committees and task forces. Staff will provide the necessary assistance in the development and review of the FAU program, TIP program, referrals, development of the 1988 Unified Planning Work Program, quarterly reports and Invoices, and other state and federal programs as needed. Activities also include participation in Minnesota Public Transit and Regional Transit Board conferences.

Relationship to Previous Work:

These activities represent the RTB's continued role in the 3-C process.

PRODUCTS

COMPLETION DATES

Review and approval of plans and projects.	Ongoing
Participate in committee meetings, task forces, etc.	Ongoing
Participate in maintaining certification of the Metropolitan Area Planning Process.	December, 1987
Participate in 1988 Unified Planning Work Program.	June-October, 1987
Participation in preparation of the 1988-90 T.I.P., including an annual element.	December, 1987
Amendments to the 1988-90 T.I.P.	As Needed
Referral reports.	Ongoing
Input to FAU programs as necessary.	October, 1987
Input to Interstate Substitution Quarterly status reports as necessary.	April, July, Oct. 1987
	January, 1988
Assistance to and Coordination with Minnesota Public Transit Association (MPTA).	Ongoing
MPT Conference.	October, 1987
RTB Conference.	December, 1987
Total Staff Weeks	34

<u>STAFF COMPLEMENT</u>	<u>1987 HOURS</u>
Director of Planning and Programs	90
Planning Manager	235
Programs Manager	195
Project Administrator	193
Planner	685
Interns	200
	<hr/>
TOTAL	1598

<u>EXPENDITURES</u>	<u>1987 ESTIMATED</u>
Salaries & Benefits	\$ 30,296
Consultant	0
Travel	2,000
Printing	0
General Overhead - Support Services	59,739
Metropolitan Council Chargebacks	166,000
	<hr/>
TOTAL	\$258,035

<u>REVENUES</u>	<u>1987 ESTIMATED</u>
Federal Grants:	
UMTA Planning	35,277
UMTA Transit Study	
State Grants:	
RTB Administrative Funds	222,758
Planning Funds	
Interest Revenues	
Other Source Funds	
	<hr/>
TOTAL	\$258,035

1987 REGIONAL TRANSIT BOARD WORK ACTIVITY STATEMENT

Activity Number: 87-05

Activity Title: Major Corridor Studies

Cont'd. X New

PURPOSE, APPROACH AND RELATIONSHIP TO PREVIOUS WORK

Purpose:

To participate in the major corridor studies, including, but not limited to, I-35W, I-494, and I-94, to ensure that transit issues and components are adequately addressed through active participation in the Project Management Teams and conducting specific transit studies and activities related to planning and implementing transit improvements in these corridors.

Approach:

At least three major corridor studies--I-35W, I-494, and I-94--will be conducted in 1987 through the joint efforts of Mn/DOT, the Metro Council and RTB. The results of the Long Range Transit Study and the Transit Service Needs Assessment may recommend other corridors for further examination. The RTB will participate on the Project Management Teams, core staff groups and conduct specific activities related to transit planning. The RTB may take a major role in specific studies as appropriate.

Relationship to Previous Work:

The RTB has been actively involved in corridor studies since 1984. RTB staff participation in the Project Management Teams and conducted key activities in the I-35W, I-494 and I-94 studies in 1985 and 1986.

PRODUCTS

COMPLETION DATES

Participate in Project Management Team Meetings.	Ongoing
Assist with Information Coordination on Transit.	Ongoing
Conduct Specific Work Activities.	Ongoing
Review Project Documentation.	Ongoing
Total Staff Weeks	100

<u>STAFF COMPLEMENT</u>	<u>1987 HOURS</u>
Director of Administration	90
Planning Manager	280
Engineer Planner	491
Planner II	481
Planner I	1321
Interns	800
TOTAL	<u>3463</u>

<u>EXPENDITURES</u>	<u>1987 ESTIMATED</u>
Salaries & Benefits	\$ 57,290
Consultants	50,000
Travel	0
Printing	5,000
General Overhead - Support Services	122,821
Metropolitan Council Chargebacks	0
TOTAL	<u>\$235,111</u>

<u>REVENUES</u>	<u>1987 ESTIMATED</u>
Federal Grants:	
UMTA Planning	66,710
IMTA Transit Study	
State Grants:	
RTB Administrative Funds	118,401
Planning Funds	50,000
Interest Revenues	
Other Source Funds	
TOTAL	<u>\$235,111</u>

1987 REGIONAL TRANSIT BOARD WORK ACTIVITY STATEMENT

Activity Number: 87-09

Activity Title: Urban Travel Analysis and Policy Plan Updates Cont'd. X New

PURPOSE, APPROACH AND RELATIONSHIP TO PREVIOUS WORK

Purpose:

To ensure transit is adequately considered in activities relating to the metropolitan urban travel analysis, updating the long-range highway element and assisting with and reviewing the Metropolitan Council's revision of the Transportation Policy Plan.

Approach:

The RTB will participate in various committees and task forces examining urban travel analysis, the long-range highway element, revising the Metropolitan Council Transportation Policy Plan, and other plans conducted by the Metropolitan Council and Mn/DOT.

Relationship to Previous Work:

This work element continues the RTB's involvement in these activities.

PRODUCTS

COMPLETION DATES

Participate in committee and task force meetings.	Ongoing
Provide input on transit concerns and information.	Ongoing
Review project documents.	Ongoing

Total Staff Weeks

52

<u>STAFF COMPLEMENT</u>	<u>1987 HOURS</u>
Director of Planning & Programs	64
Planning Manager	185
Engineer Planner	346
Planner II	245
Planner I	780
Interns	800
	<hr/>
TOTAL	2420

<u>EXPENDITURES</u>	<u>1987 ESTIMATED</u>
Salaries & Benefits	\$ 37,400
Consultants	0
Travel	0
Printing	0
General Overhead - Support Services	83,737
Metropolitan Council Chargebacks	37,800
	<hr/>
TOTAL	\$158,937

<u>REVENUES</u>	<u>1987 ESTIMATED</u>
Federal Grants:	
UMTA Planning	\$ 43,549
UMTA Transit Study	
State Grants:	
RTB Administrative Funds	115,388
Planning Funds	
Interest Revenues	
Other Source Funds	
	<hr/>
TOTAL	\$158,937

1987 REGIONAL TRANSIT BOARD WORK ACTIVITY STATEMENT

ACTIVITY NUMBER: 87-10

DATE: August 1, 1986

ACTIVITY TITLE: Handicapped Transportation Planning

PURPOSE, APPROACH AND RELATIONSHIP TO PREVIOUS WORK

Purpose:

To formulate mid and short range plans for the provision of handicapped transportation in the Twin Cities Metropolitan Area. To implement and evaluate handicapped transportation services to improve the delivery of service. To conduct other planning, policy-making, research and reviews as necessary for handicapped transportation. To staff and coordinate the activities of the Handicapped Transportation Advisory Committee. To ensure public participation in the Handicapped Transportation planning process.

Approach:

A variety of activities focusing on handicapped transportation will be conducted under this element. These will include, but not be limited to, the following: follow up implementation activities and evaluation of the changes in the Metro Mobility system; review of the metropolitan area 16(b) (2) applications and participation in Mn/DOT's statewide review; staffing support and coordination of the Handicapped Transportation Advisory Committee. Conduct other planning, policy making, research and review activities as needed.

Relationship to Previous Work:

This work represents a continuation of work performed during 1985 with an added emphasis on transferring the responsibility for providing transportation services to handicapped people from Mn/DOT to the RTB.

PRODUCTS

COMPLETION DATES

Assist in design and implementation of service delivery changes	June, 1987
Conduct initial evaluation of these changes	December, 1987
16(b) (2) Reviews	June, 1987
Assist in implementation and evaluation of MTC Accessible Bus Demonstration	Ongoing
Advisory Committee Meetings	Ongoing
Other Issue Papers or Reports	As Needed

STAFF COMPLEMENT1987 HOURS

Director of Planning and Programs	40
Programs Manager	145
Project Administrator	291
Interns	300
	—
TOTAL	776

EXPENDITURES1987 ESTIMATED

Salaries & Benefits	\$ 12,927
Consultants	40,000
Travel	2,200
Printing	7,500
General Overhead - Support Services	27,594
Metropolitan Council Chargebacks	2,000
	—
TOTAL	\$ 92,221

REVENUES1987 ESTIMATED

Federal Grants:	
UMTA Planning	\$15,053
UMTA Transit Study	
State Grants:	
RTB Administrative Funds	37,168
Planning Funds	40,000
Interest Revenues	
Other Source Funds	
	—
TOTAL	\$92,221

1987 REGIONAL TRANSIT BOARD WORK ACTIVITY STATEMENT

Activity Number: 87-11

Activity Title: Regional Rideshare Program Coordination Cont'd. New

PURPOSE, APPROACH AND RELATIONSHIP TO PREVIOUS WORK

Purpose:

The purpose of this element is to coordinate, monitor and evaluate the Minnesota Rideshare program in the metropolitan area.

Approach:

The RTB will implement recommendations made in its evaluation of alternative management structures for the rideshare program and conduct other studies related to evaluation of the rideshare program effectiveness. The Rideshare Advisory Committee activities and staffing are also included as part of this activity.

Relationship to Previous Work:

This work activity is a continuation of the planning efforts devoted to improve the delivery of ridesharing services.

PRODUCTS

COMPLETION DATES

Advisory Committee Meetings	Ongoing
Staff Assistance	Ongoing
Completion of Rideshare Evaluation Study	February, 1987
Implementation of Rideshare Study recommendations	December, 1987

Total Staff Weeks

22

<u>STAFF COMPLEMENT</u>	<u>1987 HOURS</u>
Director of Planning and Programs	40
Planning Manager	55
Programs Manager	145
Project Administrator	293
Planner	73
Interns	300
	—
TOTAL	906

<u>EXPENDITURES</u>	<u>1987 ESTIMATED</u>
Salaries & Benefits	\$15,660
Consultant	10,000
Travel	2,200
Printing	0
General Overhead - Support Services	32,666
Metropolitan Council Chargebacks	9,500
	—
TOTAL	\$70,026

<u>REVENUES</u>	<u>1987 ESTIMATED</u>
Federal Grants:	
UMTA Planning	\$18,235
IMTA Transit Study	
State Grants:	
RTB Administrative Funds	51,791
Planning Funds	
Interest Revenues	
Other Source Funds	
	—
TOTAL	\$70,026

1987 REGIONAL TRANSIT BOARD WORK ACTIVITY STATEMENT

Activity Number: 87-12

Activity Title: I-394 Planning and Implementation Cont'd. X New

PURPOSE, APPROACH AND RELATIONSHIP TO PREVIOUS WORK

Purpose:

The purpose of this element is to support the planning and implementation activities necessary to insure the successful completion of the transit elements of the I-394 project. This will include follow-through, coordination and implementation of the transit service and rideshare planning, HOV lanes, capital and physical facilities and marketing efforts.

Approach:

Participate in the I-394 Corridor Management Team, the I-394 Marketing Committee, and the I-394 Transit Working Group. Coordinate and support implementation of all transit elements including bus service and facilities, highway construction elements, rideshare activities and marketing efforts. Coordinate with Mn/DOT, MTC and communities on these efforts.

Relationship to Previous Work:

The RTB has taken a lead role in the transit elements associated with I-394 and has been involved in other planning activities including the I-394 Transportation System Management Plan, I-394 Transit Facilities Plan, I-394 Corridor Management Team, I-394 Marketing Committee and I-394 Transit Working Group.

PRODUCTS

COMPLETION DATES

Participate in Corridor Management Team and Marketing Committee Meetings.	Ongoing
Take Lead Role in I-394 Transit Working Group and Implementation of Service Improvement.	Ongoing
Review and Coordinate Plans and Programs.	Ongoing
Coordinate and Facilitate Funding.	Ongoing
Coordinate Marketing Efforts.	Ongoing

Total Staff Weeks

45

<u>STAFF COMPLEMENT</u>	<u>1987 HOURS</u>
Director of Planning and Programs	40
Planning Manager	185
Programs Manager	145
Project Administrator	73
Engineer Planner	391
Planner II	580
Interns	500
	<hr/>
TOTAL	1914

<u>EXPENDITURES</u>	<u>1987 ESTIMATED</u>
Salaries & Benefits	\$ 34,039
Consultant	100,000
Travel	0
Printing	5,000
General Overhead - Support Services	69,768
Metropolitan Council Chargebacks	0
	<hr/>
TOTAL	\$208,807

<u>REVENUES</u>	<u>1987 ESTIMATED</u>
Federal Grants:	
UMTA Planning	\$ 39,636
UMTA Transit Study	
State Grants:	
RTB Administrative Funds	69,171
Planning Funds	100,000
Interest Revenues	
Other Source Funds	
	<hr/>
TOTAL	\$208,807

1987 REGIONAL TRANSIT BOARD WORK ACTIVITY STATEMENT

Activity Number: 87-13

Activity Title: Transit System Planning and
Implementation

Cont'd. X New

PURPOSE, APPROACH AND RELATIONSHIP TO PREVIOUS WORK

Purpose:

To conduct short and mid-range transit planning, implementation and review activities, including recommendations from the Transit Service Needs Assessment and other RTB planning activities.

Approach:

Activities undertaken as part of this work element will include conducting short to mid-range transit planning studies, including paratransit activities; assist in the implementation of the results of these and other studies; review plans, programs and development proposals for their transit impacts; perform activities related to the identification and preliminary engineering for transit-related street and highway improvements; ensure coordination and review between the activities of the Regional Transit Board, Metropolitan Council, Metropolitan Transit Commission and others; provide technical assistance to communities on transit services as requested and participate in other transit-related activities as appropriate. Many of the transit projects identified in the Transit Service Needs Assessment will be implemented as part of this activity.

Relationship to Previous Work:

This element represents a continuation of transit planning and implementation conducted by the Metropolitan Council, Regional Transit Board and Metropolitan Transit Commission in the past.

PRODUCTS

COMPLETION DATES

Transit Planning Activities and Studies.	Ongoing
Implementation Assistance and Activities.	Ongoing
Technical Assistance to Communities on Transit Projects and Issues.	Ongoing
Review Plans, Programs and Developments.	Ongoing
Participate in Meetings.	Ongoing
Reports, Memoranda and Other Documentation as appropriate.	Ongoing
Total Staff Weeks	109

<u>STAFF COMPLEMENT</u>	<u>1987 HOURS</u>
Director of Planning and Programs	90
Planning Manager	280
Programs Manager	145
Project Administrator	174
Engineer Planner	392
Planner II	480
Planner I	1820
Interns	800
	<hr/>
TOTAL	4181

<u>EXPENDITURES</u>	<u>1987 ESTIMATED</u>
Salaries & Benefits	\$ 70,026
Consultant	500,000
Travel	3,300
Printing	5,000
General Overhead - Support Services	148,968
Metropolitan Council Chargebacks	7,000
	<hr/>
TOTAL	\$734,294

<u>REVENUES</u>	<u>1987 ESTIMATED</u>
Federal Grants:	
UMTA Planning	\$ 81,540
UMTA Transit Study	
State Grants:	
RTB Administrative Funds	
Planning Funds	652,754
Interest Revenues	
Other Source Funds	
	<hr/>
TOTAL	\$734,294

1987 REGIONAL TRANSIT BOARD WORK ACTIVITY STATEMENT

Activity Number: 87-14

Activity Title: Transit Programs and Administration Cont'd. X New

PURPOSE, APPROACH AND RELATIONSHIP TO PREVIOUS WORK

Purpose:

To arrange for the delivery of regional transit services in the seven-county metropolitan area and determine the cost-effectiveness of existing transit programs.

Approach:

Staff will negotiate and administer transit contracts with public and private providers for transit services, contract procedures and program guidelines will be developed for exurban, opt-out and state assistance programs. Newsletter to providers will be sent on a regular basis. Evaluation and implementation of Jobseekers and Transit Disadvantaged programs will be undertaken as part of this activity. Capital plan identifying fleet and facilities needs of providers will be developed.

Relationship to Previous Work:

This work represents a continuation of activities.

PRODUCTS

COMPLETION DATES

Negotiation and Administration of Provider Contracts.	December, 1987
Jobseekers Program.	Ongoing
Capital Plan.	August, 1987
Transit Disadvantaged Program.	Ongoing
Metro Mobility Program.	Ongoing
Opt-Out Program.	Ongoing

<u>STAFF COMPLEMENT</u>	<u>1987 HOURS</u>
Director of Planning and Programs	190
Director of Administration	350
Programs Manager	550
Manager of Finance	604
Financial Analyst	604
Project Administrator	3870
Accountant II	453
Accountant I	302
Accounts Clerk	302
Interns	500
	<hr/>
TOTAL	7725

<u>EXPENDITURES</u>	<u>1987 ESTIMATED</u>
Salaries & Benefits	\$ 151,898
Consultant	50,000
Travel	3,000
Printing	10,900
General Overhead - Support Services	293,112
Metropolitan Council Chargebacks	0
Transit Provider Payments	71,256,000
	<hr/>
TOTAL	\$71,764,910

<u>REVENUES</u>	<u>1987 ESTIMATED</u>
Federal Grants:	
UMTA Planning	
UMTA Transit Study	
Federal Aid Urban	\$ 351,000
State Grants:	
RTB Administrative Funds	
Planning Funds	
Transit Provider Assistance	36,450,000
Local Property Tax	34,963,910
Interest Revenues	
Other Source Funds	
	<hr/>
TOTAL	\$71,764,910

1987 REGIONAL TRANSIT BOARD WORK ACTIVITY STATEMENT

Activity Number: 87-22

Activity Title: Competitive Transit Services

Cont'd. New

PURPOSE, APPROACH AND RELATIONSHIP TO PREVIOUS WORK

Purpose:

To increase the efficiency of transit in the metropolitan area through fully competitive transit services. The RTB will establish the process and competitively bid routes through an UMTA funded demonstration project.

Approach:

The RTB will establish a competitive bidding process for transit services in the metropolitan area. The process will allow the MTC and other public and private operators to compete for different types of services based on fully allocated costs. This would be done based on the development of the necessary cost models for fully allocating costs between public and private services.

Relationship to Previous Work:

This demonstration builds on work initiated by the RTB in 1985.

PRODUCTS

COMPLETION DATES

Development of Work Program.	1987
Development of Cost Models.	January, 1987
Development of Competitive Bidding Process.	May, 1987
Implement Competitive Bidding Process.	December, 1987
Evaluate Competitive Bidding Process.	1988

<u>STAFF COMPLEMENT</u>	<u>1987 HOURS</u>
Director of Planning & Programs	90
Manager of Planning	75
Manager of Programs	196
Project Administrator	249
Competitive Transit Coordinator	1812
Planner	393
Interns	300
	<hr/>
TOTAL	3115

<u>EXPENDITURES</u>	<u>1987 HOURS</u>
Salaries & Benefits	\$ 63,113
Consultants	50,000
Travel	5,000
Printing	2,500
General Overhead - Support Services	119,672
Metropolitan Council Chargebacks	0
	<hr/>
TOTAL	\$240,285

<u>REVENUES</u>	<u>1987 ESTIMATED</u>
Federal Grants:	
UMTA Planning	
UMTA Transit Study	\$192,000
State Grants:	
RTB Administrative Funds	48,285
Planning Funds	
Interest Revenues	
Other Source Funds	
	<hr/>
TOTAL	\$240,285

1987 REGIONAL TRANSIT BOARD WORK ACTIVITY STATEMENT

Activity Number: 87-23

Activity Title: Preliminary Engineering for Corridor Transit Improvements Cont'd. New

PURPOSE, APPROACH AND RELATIONSHIP TO PREVIOUS WORK

Purpose:

To conduct preliminary design activities for transit improvements on the University Avenue corridor.

Approach:

Preliminary engineering activities for transit improvements will be initiated in the University Avenue corridor. A Request for Proposal for preliminary engineering activities will be issued, a consultant selection process will be conducted and a consultant contract for services will be negotiated. Preliminary engineering activities will be initiated. Preliminary engineering activities will be coordinated with other corridor projects.

Relationship to Previous Work:

This activity builds on previous studies and recommendations by the RTB and Metropolitan Council.

PRODUCTS

COMPLETION DATES

Update RFP.	March, 1987
Issue RFP.	April, 1987
Select Consultant.	June, 1987
Initiate Preliminary Engineering Activities.	July, 1987 - Ongoing

<u>STAFF COMPLEMENT</u>	<u>1987 HOURS</u>
Director of Planning & Programs	190
Manager of Planning	203
Engineer Planner	192
Interns	500
	<hr/>
TOTAL	1085

<u>EXPENDITURES</u>	<u>1987 HOURS</u>
Salaries & Benefits	\$ 19,270
Consultants	1,500,000
Travel	4,500
Printing	2,000
General Overhead - Support Services	39,529
Metropolitan Council Chargebacks	0
	<hr/>
TOTAL	\$1,565,299

<u>REVENUES</u>	<u>1987 ESTIMATED</u>
Federal Grants:	
UMTA Planning	
UMTA Transit Study	
State Grants:	
RTB Administrative Funds	
Planning Funds	\$1,565,299
Interest Revenues	
Other Source Funds	
	<hr/>
TOTAL	\$1,565,299

1987 REGIONAL TRANSIT BOARD WORK ACTIVITY STATEMENT

Activity Number: 87-24

Activity Title: Taxicab Planning and Coordination

Cont'd. New

PURPOSE, APPROACH AND RELATIONSHIP TO PREVIOUS WORK

Purpose:

To identify the appropriate roles for taxis as providers of public transit service and to identify and implement legislative, regulatory and program initiatives which will increase their participation.

Approach:

To participate and/or conduct planning and implementation projects and activities that will increase the participation of taxicab operators as public transit providers. Staff and coordinate the activities of the Taxicab Advisory Committee.

Relationship to Previous Work:

This work activity is a continuation of the RTB's efforts in 1985 and 1986.

PRODUCTS

Advisory Committee Meetings.
Reports, memoranda and other documentation.

COMPLETION DATES

Ongoing
As needed

<u>STAFF COMPLEMENT</u>	<u>1987 HOURS</u>
Director of Planning & Programs	90
Manager of Planning	47
Manager of Programs	96
Project Administrator	293
Interns	300
	—
TOTAL	826

<u>EXPENDITURES</u>	<u>1987 HOURS</u>
Salaries & Benefits	\$14,350
Consultants	0
Travel	1,000
Printing	0
General Overhead - Support Services	29,839
Metropolitan Council Chargebacks	0
	—
TOTAL	\$45,189

<u>REVENUES</u>	<u>1987 ESTIMATED</u>
Federal Grants:	
UMTA Planning	
UMTA Transit Study	
State Grants:	
RTB Administrative Funds	\$45,189
Planning Funds	
Interest Revenues	
Other Source Funds	
	—
TOTAL	\$45,189

1987 REGIONAL TRANSIT BOARD WORK ACTIVITY STATEMENT

ACTIVITY NUMBER: 87-15

DATE: August 1, 1986

ACTIVITY TITLE: Administrative Services

PURPOSE, APPROACH AND RELATIONSHIP TO PREVIOUS WORK

Purpose:

To administer the general administrative service functions of the RTB through management and coordination of other administrative support services.

Approach:

Provide efficient and cost-effective general administrative services and technology to the RTB.

Relationship to Previous Work:

Continuous activity.

PRODUCTS

COMPLETION DATES

General administrative services functions.	Ongoing
Records management systems including data privacy and office automation procedures.	Ongoing
Administrative Procedures Manual.	Ongoing
Interagency liaison.	Ongoing
Board and committee services.	Ongoing
Administer and coordinate the general administrative services including the following: Coordinating all administrative services provided to the board, committees and staff; development and maintenance of administrative policies and procedures; liaison with other agencies; develop and/or coordination overall of administrative services including budgeting, administrative and financial plans, staffing, training and procurement.	

STAFF COMPLEMENT1987 HOURS

Director of Administration	450
Administrative Services Supervisor	585
Financial Analyst	604
Secretary	434
Receptionist	1812
Interns	1200
	<hr/>
TOTAL	5085

EXPENDITURES1987 ESTIMATED

Salaries & Benefits	\$ 74,055
Consultants	20,000
Travel	5,000
Computer	55,000
Printing	0
Administrative Services Charges	72,500
Metropolitan Council Chargebacks	600
Miscellaneous - moving	125,000
	<hr/>
TOTAL	\$352,155

REVENUES STATEMENT

Administrative Services expenditures are allocated as indirect overhead (support services) to planning and program activities where they are balanced by various revenue resources.

1987 REGIONAL TRANSIT BOARD WORK ACTIVITY STATEMENT

ACTIVITY NUMBER: 87-16

DATE: August 1, 1986

ACTIVITY TITLE: Financial Management

PURPOSE, APPROACH AND RELATIONSHIP TO PREVIOUS WORK

Purpose:

To provide the RTB with the functions of accounting, budget coordination, treasury and cash management, and financial analysis and reporting.

Approach:

To develop and maintain the systems and procedures of accounting, treasury and financial management in accordance with policies of the board, applicable statutes, standards and generally accepted practice and procedures. The primary function being:

- 1) general accounting
- 2) treasury and cash management
- 3) financial analysis and reports
- 4) budget coordination
- 5) internal procedures and controls
- 6) revenue accounting
- 7) forecasts and plan liaison and development

Relationship to Previous Work:

Continuous activities.

PRODUCTS

COMPLETION DATES

Maintenance of financial data base.	Ongoing
Financial program consistent with implementation plan and board policies.	Ongoing
Financial reports and analysis.	Ongoing
Forecast and financial assistance for biennium budgets, etc.	Ongoing
Participation in special projects and programs - financial modeling	Ongoing
Assistance in transit provider financial evaluations and monitoring.	Ongoing

STAFF COMPLEMENT1987 HOURS

Director of Administration	300
Manager of Finance	1208
Financial Analyst	604
Accountant II	1359
Accountant I	1510
Secretary	400
Accounts Clerk	1510
Interns	1400
	<hr/>
TOTAL	8291

EXPENDITURES1987 ESTIMATED

Salaries & Benefits	\$131,376
Consultants	60,000
Travel	5,900
Printing	9,500
General Overhead - Support Services	0
Metropolitan Council Chargebacks	27,500
	<hr/>
TOTAL	\$234,276

REVENUES STATEMENT

Financial Management expenditures are allocated as indirect overhead (support services) to planning and program activities where they are balanced by various revenue resources.

1987 REGIONAL TRANSIT BOARD WORK ACTIVITY STATEMENT

ACTIVITY NUMBER: 87-17

DATE: August 1, 1986

ACTIVITY TITLE: Personnel Administration

PURPOSE, APPROACH AND RELATIONSHIP TO PREVIOUS WORK

Purpose:

To perform services and programs to support the effective use of RTB staff resources.

Approach:

Develop and administer personnel policies, salary plans, staff planning, job classification, employee benefits, performance evaluation, affirmative action programs, employee training and development, and payroll and payroll records.

Relationship to Previous Work:

Ongoing.

PRODUCTS

COMPLETION DATES

Recruitment/selection of employees.	Ongoing
Long-range staffing plan.	Ongoing
Administration of salary/benefit program.	Ongoing
Administration of Personnel Coding.	Ongoing
Coordination of Equal Opportunity/Affirmative Action Programs.	Ongoing
Development of and administration of performance evaluation system.	by January 1987

STAFF COMPLEMENT1987 HOURS

Director of Administration	100
Personnel Administrator	1812
Administrative Services Supervisor	585
Interns	600
	<hr/>
TOTAL	3097

EXPENDITURES1987 ESTIMATED

Salaries & Benefits	\$ 51,234
Consultants	7,500
Travel	2,500
Printing	2,000
General Overhead - Support Services	0
Metropolitan Council Chargebacks	0
Recruitment/Employee Development	42,000
	<hr/>
TOTAL	\$105,234

REVENUES STATEMENT

Personnel Administration expenditures are allocated as indirect overhead (support services) to planning and program activities where they are balanced by various revenue resources.

1987 REGIONAL TRANSIT BOARD WORK ACTIVITY STATEMENT

ACTIVITY NUMBER: 87-18

DATE: August 1, 1986

ACTIVITY TITLE: Contract & Procurement Administration

PURPOSE, APPROACH AND RELATIONSHIP TO PREVIOUS WORK

Purpose:

To provide the support services in the administration of contracts and the procurement of goods and services.

Approach:

The Contract and Procurement support services include purchasing, audit services, the contribution of administration and financial management expertise to the development of contracts, as well as audit and compliance procedures.

Relationship to Previous Work:

Ongoing.

PRODUCTS

COMPLETION DATES

Purchasing and acquisitions.	Ongoing
General contract administration/procurement.	Ongoing
Assistance in development and maintenance of transit provider performance and measurement standards.	Ongoing
Development and maintenance of internal control procedures.	Ongoing
The contract and procurement support services provides expertise and service in the development and maintenance of purchases and acquisitions; these services will include procedures, internal and external control and compliance reviews and audits.	Ongoing

STAFF COMPLEMENT1987 HOURS

Director of Administration	362
Contracts & Procedures Administrator	1812
Administrative Services Supervisor	590
Secretary	400
Interns	600
	<hr/>
TOTAL	3764

EXPENDITURES1987 ESTIMATED

Salaries & Benefits	\$ 66,219
Consultants	121,000
Travel	4,600
Printing	1,500
General Overhead - Support Services	0
Metropolitan Council Chargebacks	0
	<hr/>
TOTAL	\$193,319

REVENUES STATEMENT

Contract Administration expenditures are allocated as indirect overhead (support services) to planning and program activities where they are balanced by various revenue resources.

1987 REGIONAL TRANSIT BOARD WORK ACTIVITY STATEMENT

ACTIVITY NUMBER: 87-25

DATE: August 1, 1986

ACTIVITY TITLE: Office Services

PURPOSE, APPROACH AND RELATIONSHIP TO PREVIOUS WORK

Purpose:

To provide the RTB with the functions of office services.

Approach:

To provide efficient, cost-effective office services through a centralized service system. The activity will coordinate services to department and sections as well as purchased and joint services with other metropolitan agencies.

Relationship to Previous Work:

Not Applicable.

PRODUCTS

COMPLETION DATES

Space coordination.	Ongoing
Rental and maintenance coordination.	Ongoing
Maintenance and distribution of supplies.	Ongoing
Reproduction and duplication.	Ongoing
Mailing and distribution.	Ongoing

STAFF COMPLEMENT1987 HOURS

Director of Administration	250
Office Services Supervisor	1812
Secretary	400
	<hr/>
TOTAL	2462

EXPENDITURES1987 HOURS

Salaries & Benefits	\$ 53,187
Consultants	0
Travel	1,500
Printing	1,000
Office Service Charges	157,500
Metropolitan Council Chargebacks	0
	<hr/>
TOTAL	\$213,187

REVENUES STATEMENT

Office Services expenditures are allocated as indirect overhead (support services) to planning and program activities where they are balanced by various revenue resources.

1987 REGIONAL TRANSIT BOARD WORK ACTIVITY STATEMENT

ACTIVITY NUMBER: 87-20

DATE: August 1, 1986

ACTIVITY TITLE: Capital Equipment Program

PURPOSE, APPROACH AND RELATIONSHIP TO PREVIOUS WORK

Purpose:

To acquire additional equipment for use by staff in carrying out RTB programs.

Approach:

Not applicable.

Relationship to Previous Work:

Additional equipment needs identified by staff and board members.

PRODUCTS

COMPLETION DATES

Office equipment and furniture.	1987
Computer equipment and components.	1987
Presentation equipment.	1987
Copier equipment.	1987
Communications and miscellaneous equipment.	1987

STAFF COMPLEMENT

1987 HOURS

None

0

EXPENDITURES

1987 ESTIMATED

Capital Expenditures	\$130,500
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REVENUES

1987 ESTIMATED

RTB Funds - Appropriated Capital	\$130,500
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1987 REGIONAL TRANSIT BOARD WORK ACTIVITY STATEMENT

ACTIVITY NUMBER: 87-21

DATE: August 1, 1986

ACTIVITY TITLE: Metropolitan Transit Commission Debt Service

PURPOSE, APPROACH AND RELATIONSHIP TO PREVIOUS WORK

Purpose:

To provide the Metropolitan Transit Commission with funds for payment of certificates of indebtedness pursuant to Minnesota Statute 443.446 (Transit Tax Levies).

Approach:

Not applicable.

Relationship to Previous Work:

Not applicable.

PRODUCTS

COMPLETION DATES

Payment of funds.

STAFF COMPLEMENT

1987 HOURS

None

0

EXPENDITURES

1987 ESTIMATED

MTC Debt Service

\$4,501,000

REVENUES

1987 ESTIMATED

Property Tax Revenues

\$4,501,000

1987 REGIONAL TRANSIT BOARD WORK ACTIVITY STATEMENT

ACTIVITY NUMBER: 87-26

DATE: August 1, 1986

ACTIVITY TITLE: Capital Improvement - Transit Providers

PURPOSE, APPROACH AND RELATIONSHIP TO PREVIOUS WORK

Purpose:

To initiate and develop a program of capital improvement for transit providers consisting of equipment acquisitions, rehabilitations, service facilities and other related transit service improvements.

Approach:

Not applicable.

Relationship to Previous Work:

Continuing development of transit provider programs.

PRODUCTS

COMPLETION DATES

Comprehensive, safe and efficient
transit resources for the Metropolitan
Twin Cities area.

1987

STAFF COMPLEMENT

1987 HOURS

Administered through the transit provider program 87-14.

EXPENDITURES

1987 ESTIMATED

Capital Expenditures.

\$200,000

REVENUES

1987 ESTIMATED

State Appropriations.

\$1,700,000

1987 REGIONAL TRANSIT BOARD WORK ACTIVITY STATEMENT

ACTIVITY NUMBER: 87-27

DATE: August 1, 1986

ACTIVITY TITLE: Capital Improvement - I-394 System

PURPOSE, APPROACH AND RELATIONSHIP TO PREVIOUS WORK

Purpose:

To provide for the acquisition of land and the capital improvements of park-and-ride lots and transfer stations planned for the interstate highway described in Minnesota Laws, Section 161.123.

Approach:

Not applicable.

Relationship to Previous Work:

Not applicable.

PRODUCTS

COMPLETION DATES

Transit facilities coordinated into
and with the I-394 interstate highway system.

STAFF COMPLEMENT

1987 HOURS

Administered through the transit program 87-12.

EXPENDITURES

1987 ESTIMATED

REVENUES

1987 ESTIMATED

Bond Sale Proceeds.

\$1,500,000

TABLE 1
REGIONAL TRANSIT BOARD
1987 ESTIMATED REVENUES & OTHER SOURCES OF FUNDS
August 1, 1986

<u>REVENUE</u>		
Federal Grants:		
Urban Mass Transit Admin-Planning Grant	\$ 300,000	
-Transit Study	192,000	
Federal Aid Urban	351,000	
Subtotal		\$ 843,000
State Grants:		
RTB Administration	1,500,000	
Planning Grant	2,000,000	
Transit Provider Assistance	26,000,000	
Homestead Tax Credit (w/debt service)	8,600,000	
Tax Feathering Reimbursement	2,650,000	
Capital Improvements-Transit Providers	1,700,000	
Subtotal		\$42,450,000
Local Property Tax Revenues (w/debt service)		\$39,875,000
Interest Income		\$ 600,000
Bond Proceeds		
1-394 Capital Improvements		\$ 1,500,000
TOTAL ESTIMATED REVENUE		\$85,268,000
<u>Other Sources of Funds (fund balance)</u>		
RTB Administration	277,000	
Planning Grant	832,000	
Transit Provider Assistance	288,000	
Subtotal		\$ 1,397,000
Total Estimated Revenues & Other Sources of Funds		\$86,665,000
Total Estimated Expenditures		\$80,923,150
ESTIMATED RESERVE BALANCES		
RTB Administration	240,000	
Planning Grant	521,000	
Transit Provider Assistance	1,980,850	
Capital Improvements	3,000,000	
Subtotal		\$ 5,741,850
TOTAL ESTIMATED EXPENDITURES & RESERVES		\$86,665,000

TABLE 2
REGIONAL TRANSIT BOARD
1986 SOURCE OF REVENUE - APPLICATION OF FUNDS

<u>REGIONAL TRANSIT BOARD WORK PROGRAM ACTIVITIES</u>		<u>FEDERAL</u>	<u>STATE</u>	<u>LOCAL PROPERTY TAXES</u>	<u>TOTAL WORK PROGRAM ACTIVITIES</u>
87-01	RTB Policy Management		\$413,971		\$413,971
<u>PLANNING & PROGRAM ACTIVITIES</u>					
87-03	Planning & Program Administration		304,565		304,565
87-04	Transportation Planning Process	\$ 35,277	222,758		258,035
87-05	Major Corridor Studies	66,710	168,401		235,111
87-09	Urban Travel Analysis & Policy Plan Updates	43,549	115,388		158,937
87-10	Handicapped Transportation Planning	15,053	77,168		92,221
87-11	Regional Rideshare Program Coordination	18,235	51,791		70,026
87-12	I-394 Planning & Implementation	39,636	169,171		208,807
87-13	Transit System Planning & Implementation	81,540	652,754		734,294
87-14	Transit Programs & Administration	351,000	36,450,000	\$34,963,910	71,764,910
87-22	Competitive Transit Services	192,000	48,285		240,285
87-23	Preliminary Engineering/Corridor Transit Improvements		1,565,299		1,565,299
87-24	Taxicab Planning & Coordination		45,189		45,189
87-20	RTB Capital Expenditures		130,500		130,500
87-21	MTC Debt Service		800,000	3,701,000	4,501,000
87-26	Capital Improvement - Transit Providers		200,000		200,000
TOTALS		<u>\$843,000</u>	<u>\$41,415,240</u>	<u>\$38,664,910</u>	<u>\$80,923,150</u>

TABLE 3
 REGIONAL TRANSIT BOARD
 1987 EXPENDITURE BUDGET, PLANNING AND PROGRAM ACTIVITIES
 August 1, 1986

<u>ACTIVITY</u>	<u>1987 Budget</u>
87-01 RTB Policy Management	\$ 413,971
87-03 Programs/Planning Admin.	304,565
87-04 Transportation Planning Process	258,035
87-05 Transit Corridor Study	235,111
87-09 Urban Travel Analysis	158,937
87-10 Handicapped Transp. Plng. Co.	92,221
87-11 Regional Rideshare Prg. Coord.	70,026
87-12 I-394 Planning & Implementation	208,807
87-13 Transit System Planning and Implementation	734,294
87-14 Transit Programs & Administration	71,764,910
87-20 Capital Expenditure Program	130,500
87-21 Transit Operator Assistance- Debt Service	4,501,000
87-22 Competitive Transit	240,285
87-23 Preliminary Engineering	1,565,299
87-24 Taxi Planning & Coordination	45,189
87-26 Capital Improvement - Transit Providers	200,000
TOTAL EXPENDITURE BUDGET - PLANNING AND PROGRAM ACTIVITIES	<hr/> \$80,923,150

TABLE 4
REGIONAL TRANSIT BOARD
EXPENDITURE BUDGET
PLANNING & PROGRAM ACTIVITIES

REGIONAL TRANSIT BOARD WORK PROGRAM ACTIVITIES		Salaries & Benefits	Consultants	Travel	Printing	Per Diems	General O/H Support	Metropolitan Council Chargebacks	Assistance to Operator	Other	TOTAL
87-01	RTB Policy Management	\$ 97,661	\$ 51,500	\$48,500		\$38,000	\$155,560	\$ 18,000		\$ 4,750	\$ 413,971
<u>PLANNING & PROGRAM ACTIVITIES</u>											
87-03	Planning & Program Administration	89,454	2,500	13,550			187,461	11,600			304,565
87-04	Transportation Planning Process	30,296		2,000			59,739	166,000			258,035
87-05	Major Corridor Studies	57,290	50,000		5,000		122,821				235,111
87-09	Urban Travel Analysis & Policy Plan Updates	37,400					83,737	37,800			158,937
87-10	Handicapped Transportation Planning	12,927	40,000	2,200	7,500		27,594	2,000			92,221
87-11	Regional Rideshare Program Coordination	15,660	10,000	2,200			32,666	9,500			70,026
87-12	I-394 Planning & Implementation	34,039	100,000		5,000		69,768				208,807
87-13	Transit System Planning & Implementation	70,026	500,000	3,300	5,000		148,968	7,000			734,294
87-14	Transit Programs & Administration	151,898	50,000	3,000	10,900		293,112		\$71,256,000		71,764,910
87-22	Competitive Transit Services	63,113	50,000	5,000	2,500		119,672				240,285
87-23	Prel. Engineering/Corridor Transit Improvements	19,270	1,500,000	4,500	2,000		39,529				1,565,299
87-24	Taxicab Planning & Coordination	14,350		1,000			29,839				45,189
87-20	RTB Capital Expenditures									130,500	130,500
87-21	MTC Debt Service									4,501,000	4,501,000
87-26	Capital Improvement - Transit Providers									200,000	200,000
TOTAL PLANNING & PROGRAM ACTIVITIES		\$693,384	\$2,354,000	\$85,250	\$37,900	\$38,000	\$1,370,466	\$251,900	\$71,256,000	\$4,836,250	\$80,923,150

TABLE 5
REGIONAL TRANSIT BOARD
1987 EXPENDITURE BUDGET
SUPPORT ACTIVITY

<u>ACTIVITY</u>	<u>1987 ESTIMATED</u>
87-02 Executive Director's Office	\$183,340
87-15 Administrative Services	352,155
87-16 Financial Management	234,276
87-17 Personnel Administration	105,234
87-18 Contract Administration	193,319
87-19 Public Information	88,955
87-25 Office Services	213,187
	<hr/>
TOTAL	\$1,370,466

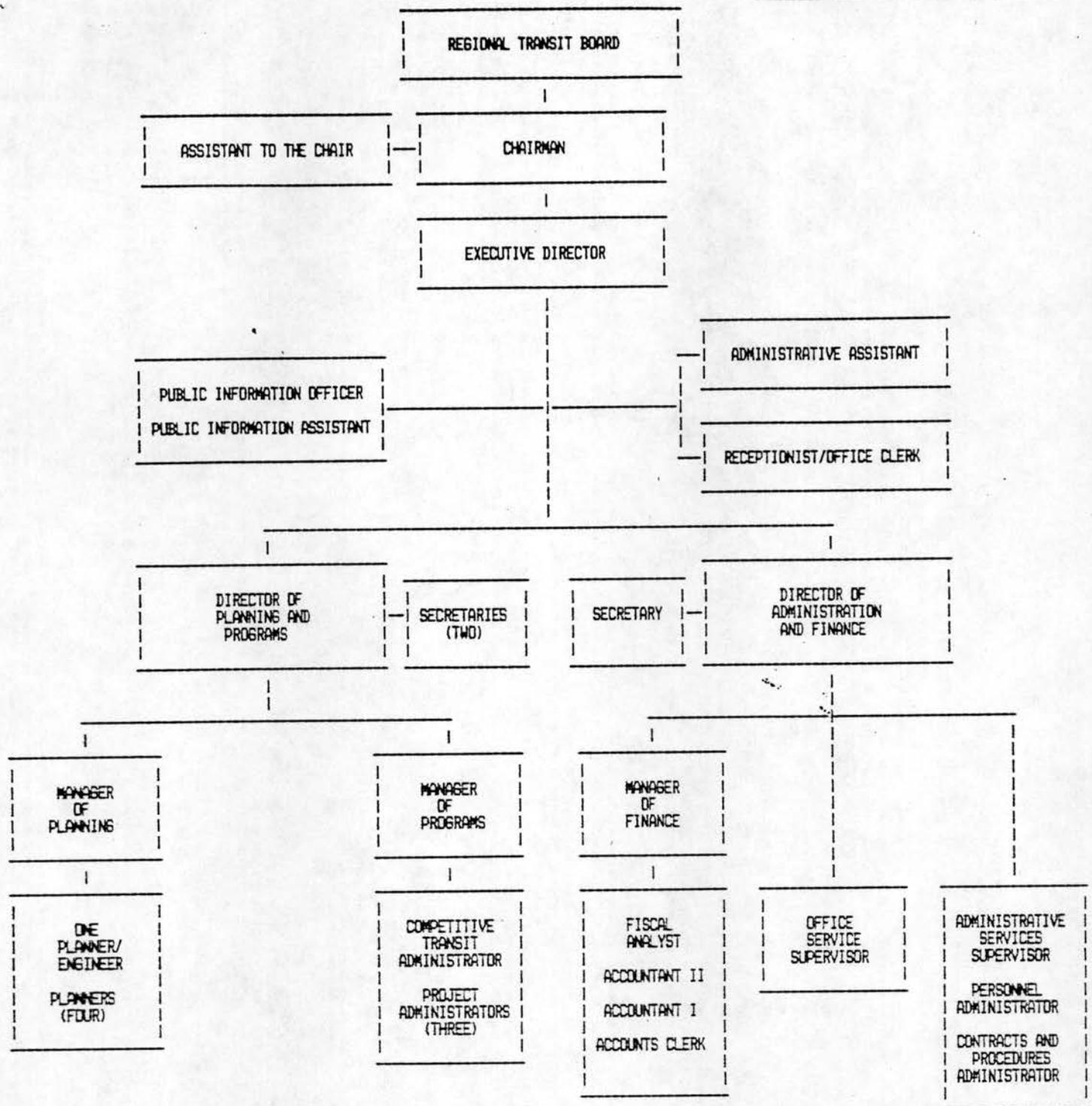
TABLE 6
 REGIONAL TRANSIT BOARD
 1987 EXPENDITURE BUDGET
 SUPPORT ACTIVITY

	<u>Salaries</u>	<u>Consultants</u>	<u>Travel</u>	<u>Printing</u>	<u>General O/H Support</u>	<u>Metropolitan Council Chargebacks</u>	<u>Other</u>	<u>TOTAL</u>
87-02 Executive Director's Office	\$104,240	\$ 70,000	\$ 9,100					\$ 183,340
87-19 Public Information	70,105	9,700	3,150	6,000		\$ 600	\$215,000	352,155
87-15 Administrative Services	74,055	20,000	5,000		\$37,500	27,500		234,276
87-16 Financial Management	131,376	60,000	5,900	\$ 9,500			42,000	105,234
87-17 Personnel Administration	51,234	7,500	2,500	2,000				193,319
87-18 Contract & Procedures Administration	66,219	121,000	4,600	1,500				88,955
87-25 Office Services	53,187		1,500	1,000			157,500	213,187
TOTAL SUPPORT ACTIVITY	\$550,416	\$288,200	\$31,750	\$20,000	\$37,500	\$28,100	\$414,500	\$1,370,466

TABLE 7
1987 PROPOSED RTB STAFF COMPLEMENT

	Planned 1985	Budget 1986	Actual 7/1/86	Proposed Budget 1987
<u>Chair's Office</u>				
Chair	1	1	1	1
Assistant to the Chair	1	1	-	1
Total	<u>2</u>	<u>2</u>	<u>1</u>	<u>2</u>
<u>Executive Director's Office</u>				
Executive Director	1	1	1	1
Administrative Assistant	1	1	1	1
Attorney	-	1	-	-
Receptionist/Office	1	1	1	1
Total	<u>3</u>	<u>4</u>	<u>3</u>	<u>3</u>
<u>Public Information</u>				
Public Information Officer	1	1	1	1
Public Information Assistant	-	-	-	1
Total	<u>1</u>	<u>1</u>	<u>1</u>	<u>2</u>
<u>Planning and Programs</u>				
Director of Planning & Programs	1	1	1	1
Secretary	1	2	1	2
Manager of Planning	1	1	1	1
Planner Engineer	1	1	-	1
Planner	3	3	3	4
Manager of Programs	1	1	1	1
Competitive Transit Administrator	-	-	-	1
Project Administrator	2	3	2	3
Total	<u>10</u>	<u>12</u>	<u>9</u>	<u>14</u>
<u>Administration</u>				
Director of Administration	1	1	1	1
Secretary	1	1	1	1
Administrative Services Supervisor	-	-	-	1
Personnel Administrator	1	1	1	1
Contract & Procedures Administrator	-	-	-	1
Office Services Supervisor	-	-	-	1
Manager of Finance	-	-	1	1
Fiscal Analyst	1	1	-	1
Accountants	-	2	2	3
Total	<u>4</u>	<u>6</u>	<u>6</u>	<u>11</u>
TOTAL	<u>20</u>	<u>25</u>	<u>20</u>	<u>32</u>

ORGANIZATIONAL CHART



APPENDIX

REGIONAL TRANSIT BOARD

CAPITAL PROGRAM BUDGET

1987

Project Name	Office Equipment/Furniture	Project Number	87-20-1
<u>Project Description</u>			
Purchase or lease additional office equipment and furniture for staff and office services. The method of acquisition, whether lease or purchase, will be evaluated on a case-by-case basis depending on options available, type of usage, etc.			
<u>Detail of Expenditure</u>			
Office equipment/furniture			\$30,000
<u>Source of Funds</u>			
State appropriation.			
<u>Project Control</u>		<u>Project Manager Office Svcs. Sprvsr.</u>	
Date Prepared _____	Date Authorized _____	Est. Completion Date _____	
<u>REMARKS</u>			

REGIONAL TRANSIT BOARD

CAPITAL PROGRAM BUDGET

1987

Project Name Computer Equipment and Components		Project Number 87-20-2
Project Description		
The RTB utilizes the Metropolitan Council mainframe computer systems for word processing and the general ledger financial system. The RTB also utilizes microcomputers for transit data collection, study base statistics, etc. and financial subsystems.		
Detail of Expenditure		
Microcomputer and system software		\$49,500
Source of Funds		
State appropriation.		
Project Control		Project Manager Dir/Administration
Date Prepared _____	Date Authorized _____	Est. Completion Date _____
REMARKS		

REGIONAL TRANSIT BOARD

CAPITAL PROGRAM BUDGET

1987

Project Name	Presentation Facilities	Project Number	87-20-3
<u>Project Description</u>			
The RTB programs will include presentations to the board, committees, staff presentations and training. In addition, there will be public presentations. This will require support equipment.			
<u>Detail of Expenditure</u>			
Display and presentation facilities.		\$10,000	
<u>Source of Funds</u>			
State appropriation.			
<u>Project Control</u>		<u>Project Manager</u>	<u>Public Info. Offcr.</u>
<u>Date Prepared</u> _____	<u>Date Authorized</u> _____	<u>Est. Completion Date</u> _____	
<u>REMARKS</u>			

REGIONAL TRANSIT BOARD

CAPITAL PROGRAM BUDGET

1987

Project Name Copier and Distribution Equipment Project Number 87-20-4

Project Description

Equipment to provide office services, including copier and reproduction facilities, mailing and distribution equipment.

Detail of Expenditure

Lease/Purchase office copier	\$7,000
Report assembler equipment	2,000
Postage equipment	3,000
Total	\$12,000

Source of Funds

State appropriation.

Project Control

Project Manager Office Srvc. Sprvsr.

Date Prepared _____

Date Authorized _____

Est. Completion Date _____

REMARKS

REGIONAL TRANSIT BOARD

CAPITAL PROGRAM BUDGET

1987

Project Name Communications and Miscellaneous Project Number 87-20-5

Project Description

The RTB has purchased primary telephone and other communications equipment. These facilities will be expanded and upgraded as additional staff are employed.

Detail of Expenditure

Upgrade and expansion of telephone equipment. \$15,000

Source of Funds

Project Control

Project Manager Office Srvc. Sprvsr.

Date Prepared _____

Date Authorized _____

Est. Completion Date _____

REMARKS

REGIONAL TRANSIT BOARD

CAPITAL PROGRAM BUDGET

1987

Project Name	Lease/Purchase Automobile	Project Number	87-20-6
<u>Project Description</u>			
The RTB provides one (1) vehicle for special use; all other means of transportation provided by staff's own resources and public transit.			
<u>Detail of Expenditure</u>			
Lease/Purchase automobile.		\$13,500	
<u>Source of Funds</u>			
State appropriation.			
<u>Project Control</u>		<u>Project Manager Asst. to Chair</u>	
Date Prepared _____	Date Authorized _____	Est. Completion Date _____	
<u>REMARKS</u>			

RESOLUTION APPROVING BUDGET DOCUMENT GOES HERE

That the chairman be authorized to negotiate an agreement with the executive director under the terms of which:

1. The executive director shall resign by August 1, 1986;
2. The board and the executive director shall agree upon a joint statement prior to the resignation;
3. The board and the executive director shall mutually release each other from all claims;
4. The executive director should receive amounts not to exceed:
 - a. \$22,911.46
 - b. The dollar value of fringe benefits through the end of 1986;
 - c. Up to \$700 for attorney's fees if the joint statement is agreed upon expeditiously.
 - d. An amount up to \$4,800 for the retention of an outplacement service provided that the service is purchased; and
5. The executive director shall be paid through July 31, 1986, and at that time shall also be reimbursed for accrued vacation time.