



Minnesota Regional Transit
Board: Records.

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MEETING OF THE REGIONAL TRANSIT BOARD
 Monday, August 3, 1987
 Metropolitan Council Chambers
 4:00 p.m.

AGENDA

1. PUBLIC HEARING ON APPOINTMENT ON METROPOLITAN TRANSIT COMMISSIONER
2. Call to Order and Roll Call
3. Approval of Agenda
4. Consent List
5. REPORT OF THE POLICY COMMITTEE Doris Caranicas,
Chair
6. REPORT OF THE ADMINISTRATION AND FINANCE COMMITTEE Ruth Franklin,
Chair
7. OTHER BUSINESS
 - A. Chairman's Report
 - B. Members' Reports
 - C. Advisory Committee Reports
 - D. Staff Reports:
 - 1) Operations Report on Metro Mobility
 - 2) Jobseekers Program Expansion Update
 - 3) I-394 Video and Update
8. PUBLIC COMMENT

Elliott Perovich
 Chairman

Snowden
DesVries
Weaver
Lyle Strubbe
Gailor
D. Rafter
M. Nicols

Hopkin
Bertrand
Entzel
M. Laughlin
Dian
Kurt Sh

Lyon

JH
KT
EK
TB

REGIONAL TRANSIT BOARD

ROLL CALL AND ATTENDANCE SHEET

DATE: 8/13/87

BOARD OR COMMITTEE Bd.

MEMBER NAME	PRESENT	VOTE	VOTE	VOTE	VOTE	VOTE
Chairman	✓					
Doris Caranicas	✓					
Ruth Franklin	✓					
Carole Faricy	✓					
Alison Fuhr	✓					
Rochelle Graves	✓					
George Isaacs						
Paul Joyce	✓					
Edward Kranz	✓					

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101

DATE: July 22, 1987
TO: Members of the Regional Transit Board
FROM: Mike Kuehn, Assistant to the Chairman
SUBJECT: Public Hearing on Appointment of Metropolitan Transit Commissioner

At the August 3 board meeting, a public hearing will be held for the purpose of receiving comments from applicants and the general public on the appointment to fill the expiring term on the Metropolitan Transit Commission.

The requirements for the appointment are that the appointee must have management experience and reside in the City of Minneapolis.

Attached is the application of the only person who applied with the Secretary of State's Office, Frank Snowden.

The appointment will be for a three-year term that will expire on August 27, 1990. The board is scheduled to act on the appointment at the August 17 board meeting.

MK/mf
Att.

MINNESOTA OPEN APPOINTMENTS ACT

APPLICATION FOR SERVICE ON STATE AGENCY

Name of Agency: METROPOLITAN TRANSIT COMMISSION
(enter on this line the name of the agency for which applicant seeks appointment; complete a separate application for each agency)

Name of applicant: FRANK W. SNOWDEN

Address of applicant: 1404 E. MINNEHATA PKWY, MINNEAPOLIS MN 55417
(street) (city) (state) (zip)

Phone: Home 612-823-4316 Work 612-733-4404
(include area code) (include area code)

County: HENNEPIN Legislative district 6th B Congressional district 5th

Minnesota Statutes 15.0597, state that the application shall include a "statement that the nominee satisfies any legally prescribed qualifications and any other information the nominating person feels would be helpful to the appointing authority." (May include employment, community service, education)

I satisfy the legally prescribed qualifications having been a member of the Metropolitan Transit Commission for the past 10 years and its Chairman for the past 3 years. In addition I have served as the Vice President (for Human Resources) of the American Public Transit Association for 2 years and am a member of the Legislative Committee of APTA. Other national involvement includes ^{founder} membership of the APTA Governing Board's committee and Service on the Executive committee for 2 years.

See more detailed resume of qualifications and specific accomplishments will be submitted separately to the appointing authority.
(may continue on back)

I, the undersigned, hereby state that I satisfy, to the best of my knowledge, all legally prescribed qualifications for the position sought.
Frank W. Snowden 7/10/87
Signature of applicant Date

If applicant is being nominated by another person or group, the above signature indicates consent to nomination.

Is this application submitted by appointing authority? yes ___ no X
 Is this application submitted at the suggestion of appointing authority? yes ___ no X

STATISTICAL IDENTIFICATION

The following information is optional and is sought solely for the purpose of compiling the annual report to the governor and legislature on the open appointments process which is required by Minnesota Statutes 15.0597, subd. 7.

Sex	Political Party Preference	Race/National Origin
<input type="checkbox"/> Female	<input type="checkbox"/> American Party of Minnesota	<input type="checkbox"/> American Indian or Alaska Native
<input checked="" type="checkbox"/> Male	<input checked="" type="checkbox"/> Democratic-Farmer-Labor Party	<input type="checkbox"/> Asian or Pacific Islander
	<input type="checkbox"/> Independent-Republican Party of Minnesota	<input checked="" type="checkbox"/> Black
	<input type="checkbox"/> Other: _____ <small>name of party</small>	<input type="checkbox"/> Hispanic
	<input type="checkbox"/> None	<input type="checkbox"/> Caucasian
		<input type="checkbox"/> Other: _____ <small>specify</small>

Your application will not be acknowledged, but you will be notified if the appointing authority wishes to interview you. In any event, your application will be kept for one year or until you are appointed, whichever comes first.

RETURN TO: JOAN ANDERSON GROWE, SECRETARY OF STATE
 Open Appointments Section
 180 State Office Building
 St. Paul, MN. 55155

TELEPHONE: (612) 296-2805

Office Use Only	
AA	<u>[Signature]</u>
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Date	<u>7/4/87</u>

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 ELECTION DIVISION

Ex A.
8/3/87

My name is Frank Snowden and I live at 1404 East Minnehaha Parkway, Minneapolis. I am employed by the Vision Care Department at 3M. I am an incumbent on the Metropolitan Transit Commission and have represented South Minneapolis, for the past six years and the City of Minneapolis for the past three years.

I appear before you seeking reappointment to the Metropolitan Transit Commission from Minneapolis.

In addition to being a member of the Commission and Chairman for the past three years, I have served as Vice President of the American Public Transit Association's Human Resources division and a member of APTA's Executive Committee. I am past vice chair of the Congress of Minority Transportation Officials, have been a member of the Urban Mass Transit Administration Section 15 Advisory Committee, and a founding member of the APTA Governing Boards committee. I have been active as a policymaker in transit locally, regionally and nationally. In these roles, I have published several articles and participated as a speaker at many conferences.

During my tenure on the MTC (from 1977 to present), we have accomplished a great deal, while sometimes suffering a significant decrease in funding at both the federal and state levels. While I will not go over the past ten years, I have listed some of the significant MTC accomplishments occurring in the past three years. One of the most recent, but nonetheless important, accomplishments is the completion of a new MTC strategic plan.

- In 1986, the MTC adopted a mission statement and strategic plan to better define the purpose of the agency and to establish a clear direction which will guide the future activities of the organization as the MTC adapts to a more competitive marketplace and to effectively serve and satisfy its customers.

The MTC Mission Statement

"The Metropolitan Transit Commission (MTC) is the primary provider of transit services in the Twin Cities metro area, offering a variety of public transit services ranging from operational planning to specialized service delivery. The highest priority for MTC is to effectively serve and satisfy its customers. The MTC operates in a competitive environment utilizing its vast investment in personnel, equipment, and facilities to provide quality and cost-effective transit services to the public."

The strategies the MTC plans to pursue to achieve the agency's mission are listed below in priority order.

1. MTC will improve the management of its workforce so that it has satisfied workers who are MTC supporters, who want MTC to succeed, and whose personal work goals can be met through employment at MTC.

2. MTC will **increase its customer satisfaction** through a dedication among all its employees to the principle that MTC is customer satisfaction oriented throughout all its work.
 3. MTC will **position itself to bid aggressively for transit service contracts.**
 4. MTC will **achieve deeper penetration of certain market segments.**
 5. MTC will **increase the sales of transit support services to other companies.**
 6. MTC will **pursue all possible avenues in improving its financial position.**
 7. MTC will **anticipate the exploration of rail transit with Hennepin County and the RTB.**
- **The MTC successfully negotiated a three year contract with the MTC's union, Amalgamated Transit Union, Local 1005.** The ten months spent in contract negotiations and mediation were extremely trying, perhaps the most difficult negotiations since the strike against Twin City Lines in 1969. The final settlement will enable the MTC to improve its competitive position. **The average cost of the settlement on an annual basis was less than one percent, extremely favorable when compared to other recent public sector settlements.** In addition, the MTC was able to achieve a five percent increase in part-time drivers for work on weekends and holidays, lengthening of the time it takes for drivers to reach the top wage rate and health care cost containment by increasing deductibles and introducing mandatory second surgical opinions and pre-admission screening.
 - **Construction was completed on a combination garage and office facility in Minneapolis to replace the MTC's oldest operating facility -- Northside Garage.** The new office facility consolidated all MTC administrative operations at a single location, leading to better communication and management efficiency. We estimate that the facility will save the MTC over \$3 million in direct operating expenses over the next twenty years. The new operating and office facility was named in honor of Fred T. Heywood, who retired from the MTC in 1982 after 46 years of service, in recognition of his and other - employees' outstanding contributions to public transit. In addition, the MTC received final local approval from the RTB and Metropolitan Council to proceed with the Nicollet Garage and Midday Bus Storage Facility projects. The MTC recently submitted its Section 3 grant application to UMTA. The replacement of Nicollet Garage, the last of the MTC's facilities to be upgraded, will substantially improve the operating performance for those services operated out of Nicollet Garage.
 - **Construction was completed on a new downtown Minneapolis bus layover facility/parking ramp.** This unique joint venture with the City of Minneapolis provides a centrally located layover base for approximately 40 MTC buses, reducing downtown traffic congestion and provides an

improved facility for dispatching peak-period buses within the central business district.

- **The MTC has vastly modernized its fleet during this period, purchasing 62 articulated M.A.N. buses and 134 M.A.N. Americana coaches -- the first standard forty-foot buses to be added to the MTC's bus fleet since 1976. In addition, this year the MTC has received the last of the 140 rehabilitated buses, 20 Saab-Scania line haul accessible buses and has received 67 new M.A.N. forty foot buses. The MTC has recently gone to bid on 107 new forty foot buses and later this year, the MTC plans to be in the market for another 125 new forty foot buses. Customer acceptance and reaction has been favorable to MTC's efforts to improve the structural integrity of its bus fleet, both through new bus purchases and bus rehabilitation.**

- **The MTC has taken several innovative steps to reach out to our customers and promote ridership on our existing services. Our marketing program includes more direct mail than ever before. We have increased the number of bus schedule outlet locations, distributed new, easier to understand, multi-color route maps, and expanded the number of permanent bus information transit displays to such locations as 7-11 stores and the "Dale" shopping centers. In addition, we have begun to display MTC schedules on Cable-TV. More than 900 schedule information outlets now operate in the Twin Cities. **The most visible change in the way the MTC reaches its customers was the opening of the Transit Store at Seventh and Marquette in Minneapolis.** This store replaced the booth in the IDS Crystal Court. More than 110,000 transactions have taken place at the Transit Store since it opened in November, 1986, more than 1.5 times the number of transactions processed through the IDS booth.**

• **The MTC completed its fare simplification study in June, 1986, with a planned implementation date in early 1988. The MTC will work closely with the RTB in simplifying its fare structure as soon as RTB fare policies are in place. The current MTC fare structure is extremely confusing and complex. Fare simplification will lead to a fare structure that can be easily understood by riders and easily administered by drivers. The MTC proposal would retain most of the elements of the current fare structure such as peak period and express surcharges but would reduce the number of fare zones from four to two. The fare would be the same for all social fare riders - senior citizens, limited mobility and under age 18. The fare simplification plan will reduce the number of fare categories from 27 to 12 and the number of fare denominations from 16 to 5.**

- **The MTC has successfully competed with private bus companies to provide transit services. The MTC was selected to operate opt-out service for the communities of Eden Prairie, Chaska and Chanhassen. The service provided to these communities includes regular route service on routes 53E, 53J and 54 and also a circulator service and Dial-A-Ride service. The MTC also received the bid award for the Metrodome Shuttle service from the City of Minneapolis. The MTC recognizes that transit costs on high subsidy routes can be lowered by competitively bidding these**

services. In a joint agreement with the RTB, the MTC is turning over its high cost service that exceeds \$2.45 subsidy per passenger for competitive bidding by the RTB. Route 25 (Saturday service) and Route 39 are examples of routes that are now being run by private companies.

- **The MTC has continued its commitment to a human resources development program started in the early 1980's. The Commission has made an unprecedented investment in upgrading employee skills, improving communications within the organization and providing greater opportunities for participation at all levels.** The MTC has received national recognition for its innovative approach to human resources development, particularly for its employee recognition and awards programs. The modest investment in these programs has led to significant reductions in absenteeism and productivity gains throughout the organization. In 1986, the Human Resources Division offered three new training programs. The Driver Difference program is designed to acquaint MTC drivers with the necessary sales tools and techniques to deal with the MTC's customers. The Safety Keys program deals with safety issues on the road and stresses courtesy to other drivers. The Stress Management program is designed for all MTC employees who want to learn how to cope with stress in a constructive manner. Also new in 1986, Driver Advisory Committees were established at each garage, giving drivers a direct line to management for their ideas and suggestions.
- **During the 1985 All-Star Game festivities at the Metrodome, the MTC provided free transportation to the practice session held the day before the All-Star Game. Children, who otherwise might not have been able to see their favorite baseball players in action, were able to get to the Metrodome free of charge on the MTC.**
- **During this period, the MTC placed its primary emphasis on efforts to improve the quality and effectiveness of transit services, particularly in the area of service reliability. The MTC has achieved and far surpassed its goal of having 99.5% of its buses pull-out of the garage on schedule.**
- **While improving operating performance and fleet appearance during this time, the MTC has not had to increase its fares since July, 1982. The stability in fares is especially important for the transit dependent who cannot afford other modes of transportation.**
- **The MTC's employee cost-saving program implemented during 1982 has led to considerable innovative suggestions on ways to save money and improve service. The program, which is designed to solicit ideas from its own employees for reducing operating costs and improving productivity in the workplace, has resulted in about 250 workable suggestions and has saved the MTC hundreds of thousands of dollars over the past few years.**
- **The purchase of an IBM mainframe computer, which is estimated to have saved the MTC about \$200,000 annually.**
- **Ever vigilant about the need to become more competitive, management at the MTC has implemented several measures to reduce expenses without reducing the quality or level of transit service provided. Included**

in these efforts is the midday bus storage in downtown facilities to reduce costly deadhead miles and the closing of certain garages on weekends to save labor costs and deadhead mileage. Other projects under study at this time include: wellness programs to reduce employee illness and injury; efficiency improvements in the computer program which cuts driver schedules; and tighter absenteeism control and better usage of our light duty program. The MTC is continually exploring ways to work cooperatively with other ventures in a way that can benefit the MTC. The use of the Heywood Garage facility by Greyhound and Trailways is a clear example of a coordinated operating arrangement that benefits both parties.

As chairman for the past three years, I feel that I have played a significant role in these accomplishments. There are major problems ahead which will take knowledge, experience and the will to make difficult decisions to keep the MTC and transit in the metro area viable. I feel that I have demonstrated through my performance the necessary skills to deal with these problems. I feel well qualified to be reappointed to the Metropolitan Transit Commission.

Thank you.

R E S U M E

Frank W. Snowden
1404 East Minnehaha Parkway
Minneapolis, Minnesota 55417

Telephone:

Home: (612) 823-4316

Work: (612) 733-4404

EDUCATION: Ph.D. Organic Electrochemistry - University of New Orleans
May, 1975

Graduate work - Howard University, Washington D.C.
September, 1960 to September, 1963

B.S. Xavier University, New Orleans, Louisiana
May, 1960

BIOGRAPHY: Born November 5, 1939, New Orleans, Louisiana

PROFESSIONAL
BACKGROUND: Professional Services Specialist, 3M Vision Care Department
February, 1983 - Present

Senior Technical Service Engineer - Occupational Health
and Safety Products Division - 3M Company
May, 1978 - February, 1983

Senior Research Chemist - 3M Company
June, 1973 - April, 1978

Research Chemist - United States Department of Agriculture
Southern Regional Research Laboratory
October, 1963 - May, 1973

Research Assistant and Teaching Fellow: Howard University
Washington D.C.
September, 1960 - September, 1963

TRANSIT AND
COMMUNITY-RELATED
ACTIVITIES:

Commissioner, Twin Cities Metropolitan Transit Commission
Minneapolis, Minnesota
Since July 1, 1977

Member, American Public Transit Association (APTA)

Vice President, American Public Transit Association (APTA)

Member, APTA Governing Board Committee

Vice Chairman, Conference of Minority Transit Officials (COMTO)
1979 - 1983

Member, Urban Mass Transportation Administration (UMTA)
Section 15 Advisory Committee

Member, Minnesota Environmental Quality Board
Citizens Advisory Committee
1975 - 1979

Chairman, Tricluster Board of Standish
Bancroft and Northrup Schools, Minneapolis
1974 - 1976

Member, Minnesota Institute on Black Chemical Abuse
Board of Directors, 1977 - 1978

OTHER
PROFESSIONAL
ORGANIZATIONS:

American Chemical Society
Chemical Health and Safety Division
American Industrial Hygiene Association

ACTIVITIES
IN APTA:

- Member since 1977
- Active in formation of the Governing Board Committee
- Vice President - Human Resources, 1981-82 and 1982-83
(two terms)
- Member, Executive Committee, 1981-83
- Member, Board of Directors, 1981-83
- Participant in APTA/UMTA Fare Policy Seminar design
- Author of several articles for PASSENGER TRANSPORT
- Moderator and speaker at various transit conferences
(see attached list)
- Member, Project Review Panel - Study of Hypertension in
MUNI Bus Drivers

Resume: Frank W. Snowden

PUBLICATIONS/
PRESENTATIONS AT
TRANSIT-RELATED
CONFERENCES:

- Employee Involvement/Participation--An Idea That Has Reached It's Time, Panel Moderator, American Public Transit Association (APTA) Annual Meeting, October, 1982, Boston
- The Challenge of the 80's: Are Joint Undertakings Possible, Panel Moderator, National Conference on Transit Labor-Management Relations Sponsored by the Urban Mass Transportation Administration (UMTA), Florida International University, and the University of North Florida, September, 1982, Miami Beach
- "Improving Productivity...", PASSENGER TRANSPORT (APTA Publication), March 26, 1982
- Managing Human Resources: Is Public Transit Up To The Challenge, presented to APTA Management Seminar, February, 1982, Fort Lauderdale
- Transit At A Crossroads: Providing Transit Services In A Time Of Limited Resources, Panel Moderator and Speaker in Fare Policy Workshop: "Minneapolis/St Paul: A Board Members Perspective on Fare Policy", Sponsored by APTA, National League of Cities, and the International Downtown Executives Association, January, 1982, Denver
- Transport Tomorrow--A Summary, APTA Annual Meeting, October, 1981, Chicago
- Fares: A Question of Policy, Panel Moderator and Speaker, APTA Eastern Conference, May, 1981, Saint Paul
- Transport Tomorrow: A National Priority, Panelist, Sponsored by the Highway Users Federation and The National Chamber Foundation, April, 1981, Innsbrook, FL
- Energy for Future Mobility...A Conference on Energy For Individual Transportation, participant, Sponsored by The Upper Midwest Council and National Car Rental, November, 1979, Minneapolis
- "Protecting Minorities Interest in Transit", PASSENGER TRANSPORT (APTA Publication), February, 1979

Improving Productivity Requires Significant Invest It's People

By Frank Snowden
Vice President for Human Resources,
APTA, and
Commissioner, Metropolitan Transit
Commission

ST. PAUL, MINN. — The decline in worker productivity, along with rising inflation and unemployment, is clearly one of the most serious issues facing us today. But why? After all, huge investments have been made in today's workers. Higher wages, often boosted by cost of living escalators, provide greater material rewards. Ever increasing benefit

packages provide greater security for the welfare of employees and their families. Workers enjoy more paid vacation time for leisure away from work.

So, why is productivity declining? Why does the adversary nature of labor-management relations persist beyond contract negotiations? Can it be that material rewards and job security are not enough incentive to motivate loyalty and enthusiasm in the work place? And, if not, what then becomes of our investment in the work force?

It does not matter whether we are discussing public transit or the profits of

a Fortune 500 corporation. The problem—and, hence, the challenge—for managers of both public and private enterprises is how to increase the efficiency and productivity of any business' most vital and valuable resource—people.

Many of us felt enlightened several years ago when personnel departments became departments of human resources management. Certainly, some thought, this new, enlightened discipline would lead to happier workers, increased profits, and, for public transit, increased ridership and lower costs. They were wrong. And the question persists: Why?

In a recent *Harvard Business Review* article, Wickham Skinner attributed the failure of human resources management to yield gains in workers' productivity in American business to four factors.

- The inability to achieve cooperation, energy, and commitment from large numbers of workers to the objectives and goals of the employer.

Some questions for any transit general manager to ask are these: Have we responded to changes in the work force? Do I trust my employees; do they trust me? Isolated people cannot develop commitment to their agency. People who lack trust, or who are not trusted, cannot share goals. And the communication necessary to foster mutual trust and common goals must recognize the changing characteristics of the work force, both generally and individually.

- The inability of management to sort out effective concepts for dealing with large numbers of workers because of contradictions in management theory.

As an overall management concept, human resources development must be reconciled with the historically adversari-



SNOWDEN

al nature of transit labor relations. Supervisors and managers must be trained to administer discipline and enforce rules, yet also to develop sensitivity for human relations and encourage positive participation by their workers. Once a labor contract is negotiated and settled it is time to move on to the second phase. That phase involves cooperation of management and labor in achieving the goals of the organization.

- The lack of status or the belittled importance of human resources management in the structure of the organization.

Human resources is too often considered a staff function, isolated from the direct lines of organizational responsibility and accountability. In many cases, an organization can be so focused on short-term goals (e.g., increasing ridership, reducing the spare factor for buses) that longer-range goals to develop human resources, improve morale, and increase employee satisfaction are neglected or denigrated. Transit managers generally are recognized by how many buses they get on the street each rush hour, not by how happy (or productive) their work force is. But there are some important exceptions, and perhaps we have much to learn from the IBMs and Hewlett Packards who have attempted to manage people in new and innovative ways.

- Questionable management assumptions about human resources management.

Report Cites Transit's Role in City Development

A report describing the role transit plays in evolving polycentric cities, with clusters of activity centers located away from existing downtown areas, is now available. *Transit and the Polycentric City* describes the concept, evaluates the rationale for such cities, and contains case studies of 18 sites. The report should be especially useful to planning or policy staffs considering developing options.

The report is available from the Superintendent of Documents, U.S. Printing Office, Washington, D.C. 20402. The cost is \$8.50 per copy. Specify document number 050-000-00214-4 when ordering.



APTA'S HUMAN RESOURCES Steering Committee members plan the association's joint human resources meeting, scheduled for July, as part of the panel's 1982 and 1983 activities.



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That Matter ment But Yields Benefits

Even as human resources development has become a familiar label in the organization charts of transit agencies, outmoded attitudes often remain. How often have we heard managers say, "Participation management? Employees don't have the right to manage." or "They're lucky we let them work here," or "You pay enough, and you'll get 20 volunteers." Material rewards offer less incentive in today's work place. Workers know full well that they do not have to expose themselves to hazardous conditions to be paid well. Two-income families are common. Thus, our ingrained attitudes and assumptions about what workers expect from their jobs and how the conditions of employment affect productivity—must change.

What could be done if we became truly enlightened and began to deal directly with Skinner's four factors? What could be the result of using creative, innovative approaches to manage our work force, where 80% of transit operating funds are spent? Is it worth the risk to put our best people into human resources management and give them the organizational clout to make changes happen? I submit that it is.

Ultimately, the most urgent problems confronting transit management today are people problems: how to reduce absenteeism, how to increase service reliability, how to increase safety, how to improve performance in an era of dwindling resources. Antiquated approaches, patronizing attitudes, and half measures are no match for the challenge to increase productivity.

Where do we start? Skinner suggests that we get rid of mistaken premises, become much better at the basics, develop reasonable time lines for the changes we wish to bring about, and put our best people into managing human resources. But such basic changes in management philosophy can only begin meaningfully at the top. Only when transit policy boards appreciate the necessity to invest in human resources development, and only when top management is committed to the task, can the obstacles to increasing productivity be removed.

Has anyone successfully come to grips with this problem? Certainly we know the Japanese have been burying several American industries with their success. Quality is in. Quality work life, quality circles, quality being used to push out mediocrity. But it must be emphasized that the mere appearance of worker participation is no solution. The marked success of certain organizations, not only in Japan but also in this country, reflects a long-range commitment to accomplish productivity improvement in a step-by-step fashion. Quality work life is simply a step in the evolutionary process of developing effective, interactive (participative) management and operations.

Looking past the buzzwords, it is apparent that the Japanese and American companies who have had success with these concepts are those who are making significant investments in their people. Those investments include tangible programs to upgrade employee skills, and through training, impart new skills. They

likewise include a less tangible investment in communication, motivation, and participation—an openness to workers involving themselves in the running of an organ-

ization and a willingness to accept the responsibility of mutual trust. We in the transit industry especially need such programs on every level—to develop the supervisory skills of foremen, to increase the versatility of mechanics, to enlighten policy makers.

Is public transit up to the challenge of managing human resources in the 1980s? I believe the answer is clearly yes. Not because we have a choice. We do not. But we will meet the challenge because we know it can be done and because we are already seeing that it works.

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THE "NEW LOOK"
CLASSIC



Frank Snowden Wears Many Hats



3M's Frank Snowden, second from right, welcomed Arthur Teele, center, administrator of the Urban Mass Transportation Administration, on a recent visit to 3M Center, Maplewood, Minn. Also on hand were, from left, Bob Owens, 3M; Dick Braun, commissioner of the Minnesota Department of Transportation; and Louis Olson, right, chief administrator, Metropolitan Transit Commission.

When Frank Snowden of Minneapolis is not performing his duties as a 3M engineer, chances are you will find him either functioning as a member of the Metropolitan Transit Commission (MTC) or in his latest role as vice president of Human Resources for the American Public Transit Association (APTA).

At 3M, Snowden is a senior technical service engineer for the Occupational Health and Safety Products division. His interest in public service led to his appointment as an MTC commissioner in 1977 which, in turn, led to his installation as an APTA vice president last year.



3M's Frank Snowden, right, hosted Arthur Teele, center, Urban Mass Transportation Administration administrator, on his recent visit to 3M Center, Maplewood, Minn. At left is 3M's Bob Owens, creator of the 3M Commute-A-Van program.



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APTA, Snowden explains, is the trade organization of the transit industry. As vice president of its human resources committee, he coordinates a number of subcommittees which deal with a variety of complex matters on an industry-wide basis. These include development of means to handle personnel problems, training, and problems of minorities and women in transit and labor-management relations. One of the key facets of the role is to provide a thrust or direction for the committee, as well as to serve as part of the APTA executive committee.

"Overall, APTA works for the betterment of trans-

Page 1 of 2

7

Spokeman
2-8-83

sit in the U.S. by lobbying for legislation affecting transit, by improving communication within the industry and by bringing together disparate groups within the industry," Snowden says.

As in other industries, productivity is a buzzword in the transit industry these days, Snowden observes. "It is especially important since there are fewer federal dollars available for transit now and for the next several years. Through the human resources committee, I am trying to impress the importance of productivity on people throughout APTA and the transit industry."

Admitting that "having my feed in two distinctly different worlds" (3M and

transit) is "a very real challenge," Snowden welcomes it. "I think the problem-analysis techniques that serve me well at 3M are now helping me as an MTC commissioner and at APTA. You can also say that my 3M experience in the private sector gives me good perspective when I am working in transit in the public sector. Good decisions are critical in both sectors, and the interplay of the two is most challenging," he says. But the converse is also true. Being in the role of policy maker at the MTC gives me a unique view of the effect of policy decisions on the management of any type of system.

Snowden realizes many observers are pessimistic about the future of transit in the U.S., but he adds, "I can't afford to take that attitude; if I did, I couldn't function effectively. It gets

Continue to page 9

Frank Snowden

Continued from page 8

back to productivity and return on investment: the transit industry simply must become more productive. Certainly we have a necessary product; we just have to find ways of selling our programs increasing our revenues, and operating more efficiently, especially with decreased federal dollars to operate transit systems with. We run a public business, and like private businesses we must get the maximum return on what we invest in it. In the private sector the return or profit is used to benefit the company. In the public sector the profit is used for chosen public benefit.

"This means we must become more creative, work harder, educate people to understand our problems and inform them of the positive things we do. People must come to realize that transit not only helps those who ride it but others such as employers, and operators of businesses, as well as the non-riding public.

We feel we perform a valuable service for the

community in the Twin Cities, the value of that service is partially recognized in the support we receive in property tax revenues collected in the metropolitan area. There are several important ideals we must get across to the public: that subsidies help make our service possible, that we are very concerned with productivity and that cost effective service is always our goal.

Looking ahead, Snowden says the key issues will be finding a new dedicated source of funding transit; supplies of oil and possible sudden burdens placed on transit should those supplies dry up or be cut off;

public awareness of the importance of good transit to society; rising fares versus fluctuating costs of gasoline, and the inclusion of transit into the plans of architects and planners who are shaping the America of the next century.

Page 2 of 2

guide dogs ride buses in training program

LOS ANGELES, CALIF.—Ten youngsters from the San Fernando Valley 4-H guide dog project recently put several young puppies through their paces aboard a bus at the Southern California Rapid Transit District Sun Valley operating division.

Labrador retrievers, golden retrievers, and a German shepherd practiced boarding, riding, and getting used to the sights and sounds of a bus at the SCRITD facility.

"We are glad to support such a worthwhile project," said Ruth Richter, the SCRITD director who represents the San

Fernando Valley. "Blind passengers ride free on all our buses and trained guide dogs are permitted to ride with their masters."

The training exercise was part of an on-going "socialization" process for the dogs during which time they are taken to various public places throughout the Southern California area, Richter said. The dogs, from Guide Dogs for the Blind, Inc., in San Rafael, Calif., are placed in the 4-H club members' homes for the socialization and basic obedience training.

When that training is complete, the dogs return to San Rafael for five to seven months of intense obedience and harness training. That is followed by an additional month of training with the dog and its new master, a blind person.

If, for some reason, the dog does not graduate from the training program, the youngster who reared it may keep the animal.

The guide dog for the blind program is funded through voluntary contributions. Legally blind people receive the trained guide dogs free of charge.



By
Frank Snowden
Commissioner
Metropolitan Transit
Commission

ST. PAUL, MINN.—I am a commissioner on the Metropolitan Transit Commission. I am black, a characteristic I share with approximately 12% of the American population and about 5% of the people living in the Twin Cities metropolitan area. It is, of and by itself, not a thoroughly unique quality.

The fact that I am the first in the MTC's history is a little more noteworthy. About 1.5 years ago, four new commissioners, myself included, were appointed by the Metropolitan Council (the metropolitan planning organization). That represented a major turnover on a board consisting of eight members (three women) and a full-time chairman. As commissioners, we share a common goal, which is to make policy decisions that affect the operation of the transit system for the entire area.

MTC is charged with the responsibility of planning, constructing, equipping, and operating a public transit system over a seven-county metropolitan area, consisting of Minneapolis and St. Paul, as well as their contiguous suburbs. It owns over 1000 buses and this year expects to carry more than 68 million passengers.

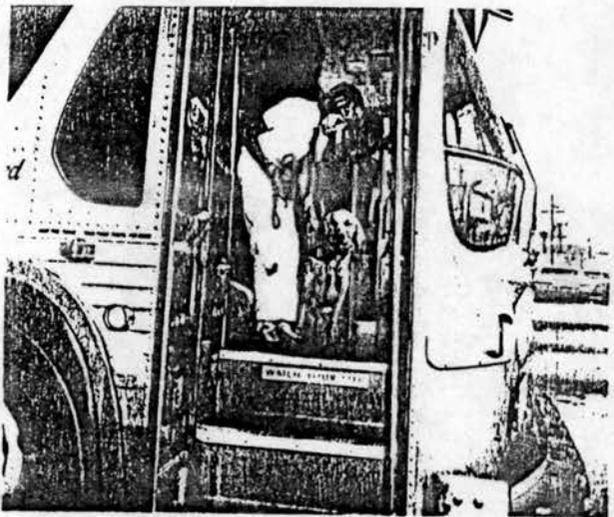
Its operation is important to the two million people of the area because it affects not only how they move about, but the growth patterns and economic conditions of the area, especially the core cities. As the depletion of already limited energy resources continues, the need for a viable transit system only increases. MTC encounters essentially the same problems as other public transit systems throughout the nation. How do we significantly increase our ridership, maintain service equity, institute cost-effective transportation for the elderly and handicapped, lower our deficit, and develop? The

questions and problems seem endless.

To deal with each problem, some method of action must be established. It must be one that guides us in dealing with alternatives which lead to worthwhile conclusions. Those conclusions, or better, decisions constitute the basic duty of a board or commission: to make policy. We have a professional staff whose function it is to develop the needed information and present it in the form of recommendations or alternatives to standing committees that deal with operational, financial-administrative, and planning functions. The committees fully discuss and debate the various issues and eventually recommend action to be taken by the commission as a whole. Particularly controversial issues usually carry over to the commission meetings and are dealt with there. Once policy is set, staff is charged with its implementation.

Most of us are aware that making policy decisions is not quite that easy. The most important decisions are not always based on facts or logic alone. In many instances, sufficient facts on which to base decisions do not exist; therefore, important decisions may hinge on other factors surrounding an issue or project. Politics, the participation of special interest groups, and history may influence our judgement. Politics has the most pervasive effect. We are affected by many different, and, most often, opposed political constituencies. Each group has its own special interest and will exert influence to realize its goals. I represent the interests of a district, the southern half of Minneapolis, and the interest of the seven-county metropolitan area as well. My attempt is not to play one off against the other, but show the common interest of both.

The transit industry has a dramatic effect on the lives of those it serves, but who have little to say in its present disposition or its future development. While we are affected as board members by pre-



"EYES" FOR THE BLIND—A young member of the San Fernando, Calif., Valley 4-H guide dog project prepares to lead a golden retriever down a flight of steps on a Southern California Rapid Transit District bus recently during a special training project at the district's Sun Valley operating division.

protecting minority interests in transit

sent, day-to-day problems such as affirmative action and minority business enterprise programs brought on by past discrimination, there are future decisions we must involve ourselves in.

For example, how does transit affect the distribution of minorities in our communities? Should or how can transit be used to facilitate movement of the transit-dependent poor to jobs?

In other words, what will our cities look like in 10 years? In 20 years? Service to urban areas within the service zone of most regional systems will be increased in the future as part of a need to conserve very valuable petroleum resources. Air quality in our cities must be improved, and that will necessitate changes in service policies. These are facts that cannot be ignored or argued.

Thus, it will be a matter of the degree to which today's decision makers must mix the benefits of transit for all the common good. To decide for the good of all involved will take knowledge, wisdom, and a sense of cooperation. At the same time, however, employment of minorities in responsible positions in our transit systems and use of minority firms in transit expansion programs must be factored into the larger decision making tasks that confront us as we plan for the future.

What is the difference between my approach to transit and that of my fellow board members? I find that it is one of degree and perspective. I was appointed, not because I was black, but because those who appointed me felt that I could do a creditable job. The appointment of a black to MTC was a form of recognition of the existence of minorities in the community and of their ability to participate effectively in community affairs. However, being black, I do have a unique perspective; one that is derived from living an essentially different experience from my counterparts on the commission. This uniqueness or difference allows me to

bring to our deliberations a point of view that has until now been missing. I am able to identify, in a knowledgeable, substantive way, with the problems of the black professional. My insight with respect to affirmative action and minority business programs in which the commission is involved is important and aids all concerned in understanding the problems and in preparing solutions.

It is not my choice to become the minority specialist of MTC, however. Active and capable participation in all of the commission's activities ensures me the respect of my comrades and the support (and sometimes anger) of the various constituencies we represent. That is only as it should be; the job becomes more challenging, but seldom any easier.

The struggle to become competent at handling the problems we are confronted with has been long and probably won't end soon. Most board members are placed in similar situations, in that they are not transit professionals, and even if they possess the skills, must increase their knowledge of transit and their impact on the decision-making process to be effective.

The problems are now couched in subtle terms. They are no longer black or white but differ in fine shades of gray. As minority transit decision makers, we must deal with the double edge of each decision, not by emotion, but by relating logically to the overall solution of problems that face us.

Indeed, the most effective way to guarantee that the interests of minorities are protected in transit decision making is to become a true expert in transit and develop a reputation beyond the role of minority representative. Contributing to decisions about every aspect of transit and becoming an expert on all issues dealing with public transportation leads to the power to serve both the minority community and the larger group that of which we are all, ultimately, a part.

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101

DATE: July 17, 1987
TO: Regional Transit Board
FROM: Elliott Perovich, Chairman
SUBJECT: Consent List

The following referral has been reviewed by the staff and chair of the Regional Transit Board. In my opinion, the referral meets the standards of consent referrals adopted by the board in its bylaws.

Environmental Assessment Worksheet for the IDS Data/Service Center in Downtown Minneapolis

The City of Minneapolis has completed an Environmental Assessment Worksheet for the proposed IDS Data/Service Center to be built on the Curtis Hotel Block in downtown Minneapolis. The Regional Transit Board has been asked to comment on the impacts on transit caused by this development. The Regional Transit Board has completed its review of the Environmental Assessment Worksheet and supports the need to further examine and resolve transit concerns which have been raised recently in other DEIS and EIS reviews of downtown Minneapolis projects. The recently formed interagency staff committee should include the IDS Data/Service Center in their analysis. Furthermore, the RTB encourages the City of Minneapolis to consider the use of a higher capacity transit mode that is less polluting, such as light rail.

EP:RR:jmo
OPOORR/TX2

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101

DATE: July 27, 1987
TO: Chairman and Members of the Regional Transit Board
FROM: Linda Ehlers, Project Administrator
SUBJECT: Operations Report on Metro Mobility

Lyle Frerichs, Manager of the Metro Mobility Administrative Center (MMAC), will be presenting an operations report on Metro Mobility at the August 3 Regional Transit Board meeting. Mr. Frerichs will provide you with copies of the June monthly report on August 3.

lle
board/tx2

Exhibit B
8/3/87



MEMORANDUM

TO: Members, Regional Transit Board
FROM: Lyle Frerichs, Manager
Metro Mobility Administrative Center
DATE: August 3, 1987
SUBJECT: Metro Mobility Operations Report

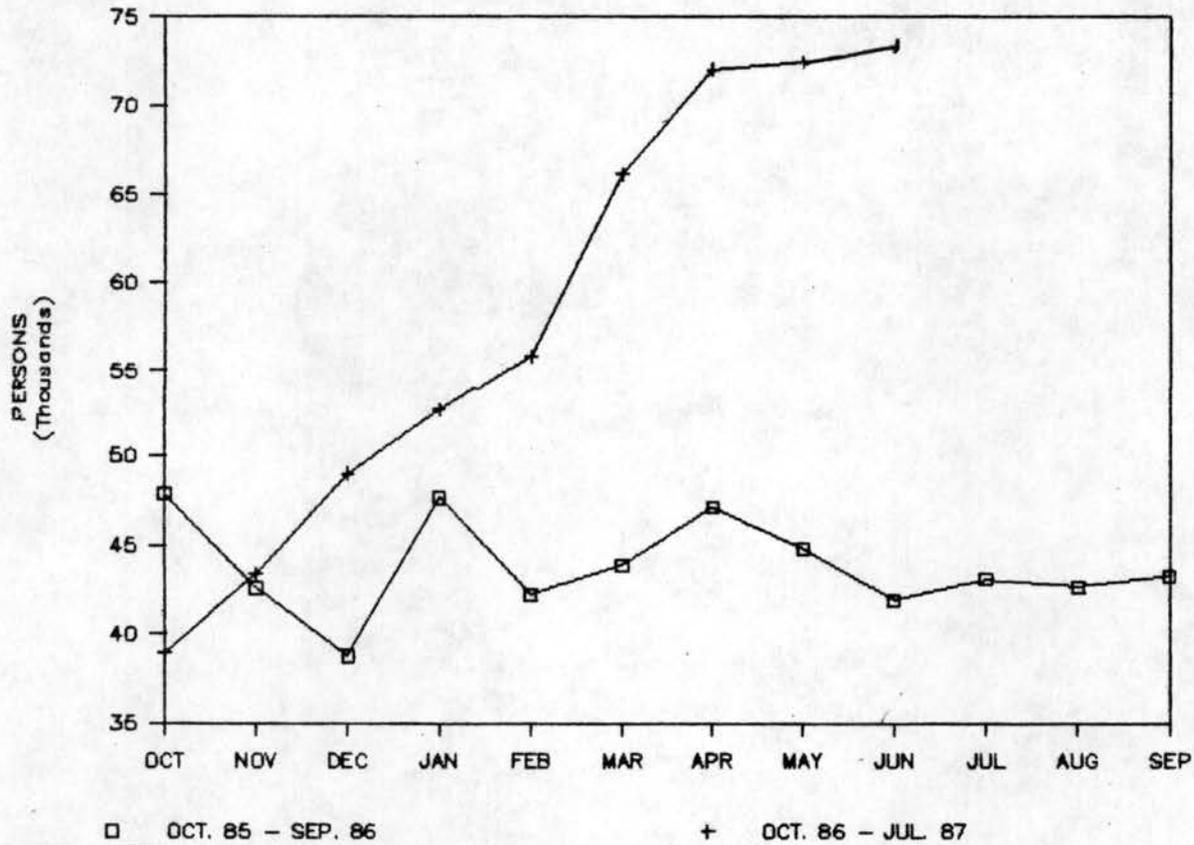
METRO MOBILITY RIDERSHIP

Metro Mobility Ridership from October 4, 1986 through July 31, 1987 is estimated at 605,571, a 39 percent increase from the same period in 1985-1986. Monthly ridership has increased 105 percent from October, 1986 through July, 1987. The following page outlines this growth trend.

RELATED STATISTICS
October 4, 1986-July 1, 1987

	<u>Total</u>	<u>Percent of Total Ridership</u>
Referrals	6,042	1.15%
No Shows	2,140	0.41%
Cancellations	41,044	7.80%
Provider Denials	41	0.01%
System Denials	2,850	0.54%
Certification	9,405	

METRO MOBILITY RIDERSHIP



RIDERSHIP COMPARISONS

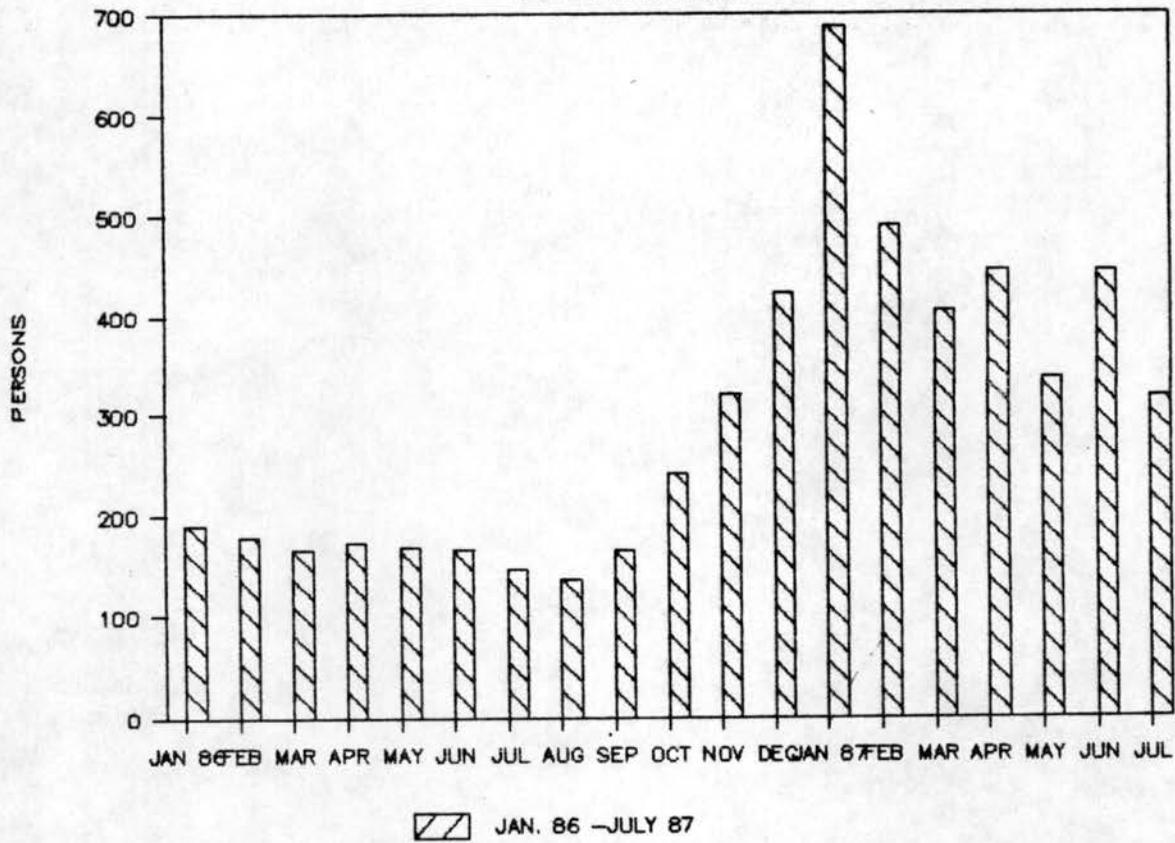
	<u>1985</u>	<u>1986</u>	<u>Percent Difference</u>
October	*47,863	38,932	-18.6%
November	42,563	43,347	+ 1.8%
December	38,739	48,997	+26.5%
	<u>1986</u>	<u>1987</u>	
January	47,650	52,750	+10.7%
February	42,195	55,924	+33.0%
March	43,887	67,598	+54.0%
April	47,143	72,073	+52.9%
May	44,804	72,505	+61.8%
June	41,881	73,500	+75.5%
July	40,126	**79,945	+99.2%

* Record Monthly Ridership Under Old System.

** Estimated Ridership.

METRO MOBILITY

NEW CERTIFICATIONS



METRO MOBILITY
NEW CERTIFICATIONS
JANUARY, 1986 - JULY, 1987

	<u>1986</u>	<u>1987</u>
JAN	191	688
FEB	178	490
MAR	166	405
APR	174	445
MAY	169	338
JUN	166	444
JUL	146	453
AUG	136	
SEP	165	
OCT	241	
NOV	318	
DEC	423	

METRO MOBILITY SUBSIDY

<u>BILLING PERIOD</u>	<u>REIMBURSEMENT</u>	<u>PROJECTED SUBSIDY PER BILLING</u>	<u>DIFFERENCE</u>	<u>RUNNING BALANCE</u>
Oct. 15	\$ 64,536.00	\$ 230,000.00	+165,464.00	+165,464.00
Nov. 1	175,786.50	230,000.00	+ 54,213.50	+219,677.50
Nov. 15	146,962.50	212,000.00	+ 65,037.50	+284,715.00
Dec. 1	173,586.00	212,000.00	+ 38,414.00	+323,129.00
Dec. 15	183,068.00	198,500.00	+ 15,432.00	+338,561.00
Jan. 1	194,929.00	198,500.00	+ 3,571.00	+342,132.00
Jan. 15	159,333.00	208,500.00	+ 49,167.00	+391,299.00
Feb. 1	221,117.00	208,500.00	- 12,617.00	+378,682.00
Feb. 15	210,684.00	200,500.00	- 10,184.00	+368,498.00
Mar. 1	185,820.50	200,500.00	+ 14,679.50	+383,177.50
Mar. 15	239,681.50	216,000.00	- 23,681.50	+359,496.00
Apr. 1	286,977.00	216,000.00	- 70,977.00	+288,519.00
Apr. 15	231,268.50	208,500.00	- 22,768.50	+265,750.50
May 1	262,021.50	208,500.00	- 53,521.50	+212,229.00
May 15	252,421.50	218,750.00	- 33,671.50	+178,557.50
June 1	295,475.00	218,750.00	- 76,725.00	+101,832.50
June 15	273,002.50	203,250.00	- 69,752.50	+ 32,080.00
July 1	<u>311,062.00</u>	<u>203,250.00</u>	-107,812.00	- 75,732.00
	\$3,867,732.00	\$3,792,000.00		

July Ridership Analysis

	<u>Total</u>	<u>Average Weekday</u>	<u>Average Weekend</u>
July 1 - 7	14,452	2,981	842
July 8 - 14	17,326	3,130	837
* July 15 - 21	20,719	3,796	869
July 22 - 28	21,757	4,015	841
July 29 - 31	<u>12,643</u>	4,214	---
Total	86,897		

*Cut off imposed: July 15, 16, 20, 21, 22, 23 and 24

2,710 request for service were denied due to the cut off.

The ridership statistics are based on the daily call count, and do not reflect cancellations. Cancellations and No Shows account for approximately eight percent (8%) of all ride requests. Therefore, the estimated July ridership was 79,945.

Budget Implications

Using the average transportation subsidy of \$7.50 per trip, an estimated \$599,588 will be expended for July.



METRO MOBILITY

MONTHLY COMPLAINT COUNT and SUMMARY OCT 86 - JULY 87

Information from Metro Mobility Service Report File:

SAFETY CONCERNS	<u>30</u>	
PASSENGER ASSISTANCE	<u>10</u>	
VEHICLE CONDITION	<u>29</u>	
TIME CHANGE	<u>2</u>	
REFERRAL PROBLEM	<u>1</u>	
TRIP DENIAL	<u>8</u>	
LATE RIDE	<u>136</u>	
NO SHOW RIDE	<u>4</u>	
TRIP LENGTH	<u>7</u>	
COST/COUPON CONFUSION	<u>18</u>	
COURTESY	<u>38</u>	
OTHER	<u>52</u>	COMMENDATIONS from PASSENGERS:
<u>TOTAL</u>	<u>335</u>	<u>TOTAL</u> 147

PASSENGER PROBLEMS : 21 (May/June/July 87)
Reported by Providers
and MMAC.

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101

DATE: July 9, 1987
TO: Chairman and Members of the Regional Transit Board
FROM: John Lorbiecki, Programs Assistant
SUBJECT: Jobseekers Program Expansion Update

SUMMARY:

The Jobseekers Program recently added two agencies as distributors of jobseeker vouchers. Other program enhancements include the introduction of vouchers for Metro Mobility commuter tickets and the release of a program manual.

BACKGROUND:

The RTB initiated the Jobseekers Program in January 1986, to provide the unemployed with greater access to transit services. The program employs a user-side subsidy to meet this objective.

The RTB provides serially-numbered vouchers, on a monthly basis, to the Minnesota Department of Jobs and Training. The Department in turn distributes the vouchers, through its Office of Job Service and Unemployment Insurance, to various agencies which administer the Work Incentive Program (WIN), Job Training and Partnership Act (JTPA), and Minnesota Employment and Economic Development (MEED) programs. These agencies, located throughout the metropolitan area, are then responsible for passing the vouchers on to those persons actively seeking employment. The vouchers entitle the jobseeker to a 75 percent discount on various transit convenience fares.

Since Jobs and Training announced that the WIN program was to be phased out by October 1987, there has been added incentive to develop new avenues of voucher distribution. The WIN program constitutes approximately half of the monthly voucher demand, representing about 500 jobseekers. The Jobseekers Program can continue assisting these soon-to-be displaced jobseekers if it is prepared to follow them to alternative agencies.

DISCUSSION:

At the Policy Committee meeting of March 18, 1987, staff announced its intention to expand the Jobseekers Program by including additional agencies as voucher outlets. Since that time, five agencies have been considered as candidates, two of which have been accepted and will begin voucher distribution this month.

Regional Transit Board
July 9, 1987
Page 2

The two agencies accepted into the program are the Division of Rehabilitation Services (DRS) of the Department of Jobs and Training, and YWCA's Choices Plus. These agencies were chosen based on program criteria which focus heavily on the agency's overall purpose and ability to accommodate established reporting procedures.

The primary objective of the DRS is to increase employment opportunities and promote greater independence for people with physical or mental disabilities. Most importantly, the DRS offers direct placement services. Including the DRS at this point satisfies the RTB's interest in expanding the program as well as increasing service to the handicapped and unemployed community.

Choices Plus, sponsored by the YWCA and Dayton-Hudson Foundation, strives to provide young women an opportunity to expand their understanding and personal control over choices impacting their future work, life roles, and ability to become self-sufficient. Young women spend two weeks learning communication skills, interviewing skills, and other techniques instrumental in searching for employment, followed by a six month paid internship at Dayton's.

Three other agencies are presently being considered for participation in the Jobseekers Program. They are Ramsey Action Programs, Women of Many Voices, and Southern Hennepin Adult Programs in Education (SHAPE). Staff will continue screening additional agencies for program participation, staying within budgetary limits.

Once voucher demand has stabilized, staff will investigate the possibility of actively marketing the program. Staff plans to develop a central agency-referral system, informing jobseekers of participating agencies within their respective neighborhoods. With regard to agencies, there has been no need to solicit them for participation; word-of-mouth has been sufficient to generate interest. However, recruitment may be appropriate in the future.

Beyond expansion, there have been two recent program enhancements. Metro Mobility commuter tickets are now one of the convenience fares available to jobseekers at a discount. Vouchers have been introduced which entitle jobseekers, who are certified Metro Mobility riders, to obtain a 75 percent discount on commuter tickets. This discount is similar to those now offered for ten-ride cards and All-You-Can-Ride passes.

In addition, a program handbook is now available to all participating agencies. The handbook outlines the policies and procedures of the Jobseekers Program including reporting deadlines, voucher distribution, and general information.

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FINDINGS AND CONCLUSIONS

- o Staff announced expansion of the Jobseekers Program at the March 18, 1987, Policy Committee meeting.
- o Five agencies have been considered for participation, two of which have been accepted and will begin distributing vouchers this month. These two agencies are: Division of Rehabilitation Services, of the Department of Jobs and Training, and YWCA Choices Plus.
- o Staff will continue considering additional agencies for participation while remaining within budgetary limits.
- o Staff is investigating active marketing of the program to jobseekers and agencies.
- o The Jobseekers Program recently included Metro Mobility commuter tickets as one of the convenience fares available to jobseekers at a discount.
- o Staff recently released a program manual explaining the policies and procedures of the Jobseekers Program.

jpl1
RTBTX2

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101

DATE: July 27, 1987
TO: Regional Transit Board
FROM: Katherine Turnbull, Planning Manager *KT*
SUBJECT: I-394 Transit Elements Update

SUMMARY:

Staff will present the I-394 video and update the board on the status of the I-394 transit elements.

KT:jmo
OPOOKT/TX2