



Minnesota Regional Transit  
Board: Records.

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

MF

MEETING OF THE REGIONAL TRANSIT BOARD  
 Monday, June 6, 1988  
 Metropolitan Council Chambers  
 4:00 p.m.

AGENDA

1. Call to Order and Roll Call
2. Approval of Agenda
- X 3. Consent List
4. Approval of Metro Mobility Customer Service Enhancement Project
- ref to A + F 5. Review and Comment on Minnesota Department of Transportation's Preliminary Process for Allocation of Light Rail Transit Funds
6. Change Date of Regular Board Meeting from June 20 to June 27, 1988

7. REPORT OF THE ADMINISTRATION AND FINANCE COMMITTEE

Ruth Franklin,  
 Chair

- A. Regional Transit Board Contract with Southwest Metro Transit Commission

8. REPORTS OF THE POLICY COMMITTEE

Doris Caranicas,  
 Chair

- A. Draft Environmental Impact Statement for Shepard Road/Warner Road from Randolph Avenue to East CBD Bypass and East Bypass from Warner Road to I-35E
- B. Ad Hoc Committee on Light Rail Transit
- C. Resolution No. 88-06 - Ratifying Resolution of Regional Transit Board Providing for Issuance of General Obligation Transit System Certificates, Series 1988B, and Related Matters

9. OTHER BUSINESS:

- A. Chairman's Report - *met L. 9:00 Dayton*
- B. Members' Reports
- C. Advisory Committee Reports
- D. Staff Reports

831-2034

10. PUBLIC COMMENT

Elliott Perovich  
 Chairman

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101  
292-8789

DATE: May 26, 1988  
TO: Regional Transit Board  
FROM: Elliott Perovich, Chairman  
SUBJECT: Consent List

The following comprehensive plan amendment has been reviewed by the staff and chairman of the Regional Transit Board (RTB). In my opinion, the amendment meets the standards of consent referrals adopted by the board.

City of Roseville Comprehensive Plan Amendments

The City of Roseville is requesting Metropolitan Council approval for two amendments. The first would change the land use designation for a 1.98 acre parcel from business to high density residential. The second would redesignate a 4.2 acre parcel from industrial to business. After review of the amendments, the RTB finds no significant impact on transit.

EP:HB:jmo

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101  
292-8789

DATE: May 27, 1988  
TO: Chairman and Members of the Regional Transit Board  
FROM: Edward Kouneski, Programs Manager *EK*  
SUBJECT: Metro Mobility Customer Service Enhancement Project

*M T H & F*

SUMMARY

The purpose of this memorandum is to present and recommend a project to improve the customer service and complaint handling procedures of the Metro Mobility Administrative Center (MMAC) and providers. Action is requested to approve a contract with Pine & Associates to conduct this project.

BACKGROUND

Pine & Associates is an organizational training and development firm with specialized experience providing consulting services to the transit industry.

The firm was selected last year by the RTB to develop a Metro Mobility driver's training manual, which is now completed and soon will be distributed to providers. Members of the Transportation Handicapped Advisory Committee (THAC) and other interested parties participated in the development of the training manual.

DISCUSSION

Staff recently received a proposal from Pine & Associates to assist the MMAC in formalizing a method and process for responding to customer service reports. (See copy attached.) The proposal submitted by Pine & Associates not only addresses the procedures followed by the MMAC, but also those of the service provider. This is considered important since providers are directly responsible for motivating the behavior and performance of drivers, who have the most interaction with customers on a daily basis.

The work plan proposed by Pine & Associates mentions the involvement of THAC, the Metropolitan Center for Independent Living (MCIL), the State Council on Disability, and the United Handicapped Federation to provide advice on the development of new complaint handling procedures. It is critical that this involvement takes place. Moreover, it will be proposed that MCIL play an active and direct role to assist Pine & Associates in this project.

CUSTOMER SERVICE ENHANCEMENT

May 27, 1988

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In conclusion, the goal of the customer service project, as noted in the proposal, is to "design, test, implement, and evaluate" a Metro Mobility customer service function that is responsive to:

- o the service quality needs of the customers of Metro Mobility;
- o the data collection and information needs of the Metro Mobility Administrative Center; and
- o finally, the operational needs of the service provider.

Pine and Associates is well qualified to accomplish the goal of this project with the direct involvement of MCIL and input from THAC and other disabled advocacy groups.

ACTION REQUESTED

That the Regional Transit Board authorize the executive director to negotiate and enter into contract with Pine & Associates to conduct a Metro Mobility Customer Service Enhancement Project in an amount not to exceed \$10,000.

EK:jmo  
Attachment  
EKAF06/TX2

# Customer Service Enhancement Project

for

## Metro Mobility



prepared by

Pine & Associates  
and  
Graphic Ideas, Inc.  
927 1/2 Massachusetts  
Lawrence, Kansas 66044  
(913) 841-1071

May 1988

## A. Overview, Goals and Objectives

- OVERVIEW:** There appears a need to formalize the method and process of responding to customer service reports made by and on behalf of Metro Mobility service users.
- This workplan presents a systematic and comprehensive approach toward responding to the complaints and commendations made by and on behalf of the customers of Metro Mobility. As importantly, it also provides for accurate documentation and timely reporting of complaints and commendations for Metro Mobility program administrative purposes. Finally, it allows for the establishment of management programs and practices that provide consequences for both the service provider and the individual driver, both positively and negatively.
- PROJECT GOAL:** To design, test, implement and evaluate a customer service function responsive to the service quality needs of the customers of Metro Mobility; the data collection and information needs of the Metro Mobility Administrative Center and the RTB; and finally, the operational needs of the service provider.
- OBJECTIVES:**
- To systematically gather and accurately document reports of service quality initiated and made by and on behalf of the customers of Metro Mobility.
  - To respond to the initiator of service quality incident reports in a timely, professional and documented manner and with genuine intent.
  - To market to the service user the goal and process for reporting concerns and commendations and assuring confidentiality as requested.
  - To document category and quantity of customer service reports and consolidate them into a useful management information system for timely and relevant decision making and reporting purposes for the Metro Mobility Administrative Center, the RTB and other organizations as directed.
  - To integrate customer service reports into both consequences and motivational format for Metro Mobility providers.
  - To design behavioral intervention programs available to the Metro Mobility provider that are designed to motivate the behavior of drivers through the use of no and low-cost incentives.

## B. Project Introduction and Purpose

Objective indicators of service quality are often rare or impossible to find. Measures of service quality are typically subjective judgements based on feedback from the service user. That feedback can be in the form of a formal customer survey. However, on an on-going basis, it is most likely to be found as type and quantity of complaints and commendations made toward providers by and on behalf of service users.

Some would speculate that complaints and commendations are useful only to indicate relational standing. Specifically, and with respect to Metro Mobility, this would mean how is the same provider (or the service as a whole) doing relative to the same period a year ago or month ago, or when compared to some standard or goal? Or how does the quantity of positive and negative reports toward one provider compare to those toward another provider, given the same criteria such as number of complaints or commendation per customer trips?

Responding to complaints that involve alleged rule or criminal violations requires that the incident first be reported and documented before an investigation can begin and subsequent consequences can be invoked. Planning corrective action requires the systematic documentation of both complaints and complaint trends. Individual driver personnel files should contain reports (both positive and negative) on the quality of service provided by that driver during his or her affiliation.

Using customer complaints and commendations as a quality indicator for other purposes can lead to problems. Isolated incidents can be used to fuel hostile or negative attitude campaigns while commendations are ignored. Accurate information about the quality of the service may also be incomplete simply because of the characteristics of the service user. For example, some speculate that 1 out of 100 satisfied customers may provide a written commendation for a service provider who demonstrates meritorious service. But 1 out of 10 offended passengers would be likely to document a complaint for poor service.

Perhaps praise is more difficult to give than correction. Or anger can more easily motivate a reaction by a customer. Perhaps the service user of Metro Mobility is afraid of recrimination if he or she complains. This apparently happens in spite of the fact that the user has a choice of providers. It is also often possible that the well-intentioned action by a provider may be the focus of a customer's negative outlook, rather than the cause of it. Verification of complaints is often difficult.

Regardless, management action and decision-making first requires timely, accurate and relevant information about service quality from the service user. The following workplan proposes to address the informational needs regarding the service quality of Metro Mobility as measured by customer complaints and commendations. That information then avails itself for a variety of purposes.

## B. Project Introduction and Purpose (con't)

This workplan proposes to first document, secondly react to, and finally incorporate customer service quality report information into a systematic and effective motivational/action tool at two critical levels. The first level is inter-provider. That is, to utilize timely feedback on the relative standing of providers based on type and quantity of complaints and commendations in order to enhance competition between providers and promote management action toward employees. Secondly, it will provide the appropriate information to the individual provider in order for them to incorporate motivational programs into everyday driver performance management. These programs and practices would provide consequences for both poor service and exemplary service.

As part of the process of developing the information system to meet these objectives, input from a variety of sources will be sought to enhance the development process. Those sources would include, but not be limited to, the Transportation Handicap Advisory Committee, the Metropolitan Center for Independent Living, the State Council on Disability and the United Handicap Federation.

Additionally, the workscope and task list will provide supporting documentation, forms, procedures and all training necessary to complete the project. And the workplan will incorporate a vision of efficiency and ease of administration along with the objective of empathy and intent toward the initiator of service quality reports. Finally, the workscope and task list will meet the expectancy of minimal expense to incorporate and maintain.

## C. Task List

The workscope for the project will involve four basic tasks that are designed to provide an open forum for input into project development and participation in program implementation. Those four tasks are as follow:

### 1. Notification of project intent and problem identification.

This task is initiated by notifying Metro Mobility providers of project intent and soliciting information on how customer reports are taken, identifying action steps and evaluating subsequent consequences for involved parties. Importantly, provider goals for a customer report and response system will be solicited and their participation encouraged.

The Regional Transit Board, the Metro Mobility Administration Center and the Transportation Handicap Advisory Committee will be contacted with the intent of identifying past problems and expectations of the customer report and response system. Similar information will be solicited from the Metropolitan Center for Independent Living, the State Council on Disability and the United Handicap Federation. The RTB and MMAC will be encouraged to publicly announce the project intent and seek input from interested parties and action groups.

### 2. Formalization and presentation of system requirements.

All parties involved in problem identification and establishment of customer service expectations will be asked to review and comment on a draft presentation of system development requirements, system objectives, organizational roles and responsibilities and the overall process for implementation and maintenance of the system.

The results will be formalized and a detailed project timeline developed and presented to all involved parties.

### 3. System development.

System policy and procedure will be formalized and documented. Responsibilities will be assigned and support documentation will be developed and presented for the review and input of the involved parties.

### 3. System development (con't)

The vision of the customer report/response system is to begin with the general establishment of an accurate and timely information gathering and customer response procedure and then to provide that information as a basis for useful performance management techniques, including the establishment of consequences for individual driver behavior.

Three stages of system development will look to include...

**Stage 1      Customer service report collection and response.**

Stage one will begin the process of systematically gathering and consolidating customer reports of service quality. Integral to this process are general rules for quantifying type and frequency of the reports, appropriate interaction with the reporting party and finally, channeling the information in a timely and systematic way to where it provides the foundation for "consequence management" of the involved parties.

**Stage 2      Resources for provider/driver consequences.**

The customer response system needs to be effective beyond it's information gathering role. It needs to serve as the foundation for rule/criminal investigation, provide positive feedback for exemplary performance, establish trends and deviations from standards, and serve as a source for employee performance motivation. In stage 2, three areas of focus are:

1) Concentrating training resources for employees on complaint avoidance skills. Training is appropriate where drivers lack the skills and knowledge necessary to enhance interactions with passengers.

2) Performance management programs that are designed to call attention, through the use of low and no-cost motivators, to the relative performance of drivers regarding customer service. For example, public display (charting) and other techniques are proven effective in motivating and rewarding the desired behaviors.

3) Promoting systematic management practices involving individual driver actions that are information based. For example, providers need to clearly convey expectations regarding interactions with passengers and how the drivers involvement can be defined for purposes of consequence. Meeting or exceeding those defined expectations needn't be taken for granted. Neither should occasional or excessive violations of those expectations be ignored. Beyond training, how providers respond to customer service reports provides a model of the importance of customer service. Stage 2 will provide clear and straightforward guidelines for the provider on how to effectively respond to customer service reports, both positively and negatively.

Stage 3

**Summary reports for organizational motivation.**

Providers will furnish information to the MMAC on customer service reports that have been taken directly by the provider. That information, in the form of quantity and type, will be added to MMAC intake, consolidated and reported back to the providers in a format that displays relative standing and trends for individual providers. This format tends to be both informational and motivational. Summary reports will also be forwarded to RTB and/or MTC as directed for informational purposes.

4 Evaluation, analysis and documentation.

As the system is developed, modifications will be made as necessary to help ensure it's successful completion. All due attention to the adage that participants will tend to support and maintain decisions that they had a hand in developing will be considered. All guidelines, roles and responsibilities will be formalized and documented. All forms and supporting resources will be modified and furnished as needed.

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101  
292-8789

DATE: May 26, 1988

TO: Members of the Regional Transit Board

FROM: Judith G. Hollander *JGH*  
Director of Planning and Programs

SUBJECT: Review and Comment on Mn/DOT's Preliminary Process for Allocation  
of Light Rail Transit Funds

SUMMARY

The purpose of this memorandum is to present staff comments and solicit input from board members on Mn/DOT's preliminary process for allocating light rail transit funds. Board approval of these comments is requested for submittal to Mn/DOT by their deadline of June 20.

BACKGROUND

Recent legislation provides that the Minnesota Department of Transportation (Mn/DOT) may appropriate \$4,170,000, "for distribution to regional railroad authorities in the metropolitan area if matched by other funds on a dollar for dollar basis for planning, preliminary engineering, design, and construction of light rail transit facilities." The legislation further states that, "before distributing money to any regional railroad authority the commissioner shall request review and comment on the applications from the Metropolitan Council and the Regional Transit Board..."

On May 24, 1988, the RTB received the attached letter from Commissioner Leonard Levine asking the RTB, along with the Metropolitan Council and the regional rail authorities, to review and comment on Mn/DOT preliminary process for allocating these funds. The allocation process, as presented in the Mn/DOT attachment, is comprised of the (1) time schedule, (2) statutory authority, and (3) preliminary allocation guidelines. Because Mn/DOT is anxious to appropriate these funds to the rail authorities, their schedule for adoption of the process and guidelines is very aggressive; they have requested that all parties submit their comments to them by June 20. In order to meet this deadline, it is necessary that staff present its analysis and comments directly to the Regional Transit Board at its meeting of June 6, rather than first providing for committee discussion.

## ANALYSIS

### Time Schedule

Mn/DOT's preliminary process for allocating light rail transit funds is being reviewed by regional rail authorities, the Metro Council and the Regional Transit Board. Mn/DOT plans to finalize the allocation process by July 1, 1988, immediately solicit funding from regional rail authorities for submittal by September 1, and ask the Metro Council and the RTB review the funding requests by November 1. Funds would be allocated by November 15, 1988.

### Preliminary Allocation Guidelines

Mn/DOT's preliminary allocation guidelines provide for funding requests to be submitted in one of the following categories (see the attachment for more detail):

#### 1. Planning

Applications for planning purposes must include a proposal for the preparation of a comprehensive LRT plan, a time frame for completion of the plan and a budget.

#### 2. Preliminary Engineering

Mn/DOT is requiring that as a prerequisite to receiving preliminary engineering funds, an LRT comprehensive plan must be reviewed by the Metro Council and Regional Transit Board and adopted by the regional railroad authority and/or county board. Elements of the funding application for funding for preliminary engineering are specified.

#### 3. Final Design and Construction

Mn/DOT is requiring again that a comprehensive LRT plan be completed and adopted by the regional rail authority and/or county board and reviewed by the Metro Council and Regional Transit Board and also that a preliminary engineering plan be approved before application can be made for funding for final design and construction.

It should be noted that Mn/DOT needs to report to the Legislature prior to distributing construction funds.

### Staff Comments

Mn/DOT has developed guidelines and an allocation process for its light rail transit funds which is simple and straightforward, and is intended to provide funding to regional rail authorities within 1988. RTB staff commends Mn/DOT's

efforts to provide an easy process and fast turnaround time; however, feels that the following clarifications to the process and guidelines should be made.

1. The Metro Council/Regional Transit Board review process needs to be specified in more detail. Each agency has 60 days to comment. It is assumed that this review be done simultaneously rather than having the RTB submit its comments to the Metro Council. The RTB is required to submit its comments on LRT comprehensive plans to the legislature; however, it is clearly advisable that these comments also be provided to the regional rail authorities and Mn/DOT. Mn/DOT should outline the process, including a timetable, by which these plans and the comments made by the RTB and the Metro Council will be reviewed. Furthermore, community approval for preliminary engineering and final design and construction is not mentioned, although required by other legislation. Community review needs to be built into the review process.
2. The guidelines appear to suggest that only countywide comprehensive LRT plans will be considered, thus implying that corridor/alignment plans such as that recently done jointly by the Ramsey County Regional Rail Authority and the RTB would not be considered for funding. There may be justification for this, but eligible activities should be clearly explained and justified.
3. With regard to the contents of the comprehensive LRT plan, the term "discussion" should be replaced with "analysis" as it relates to LRT ridership projections, estimated costs to construct, and estimated operational costs and revenues.
4. Clarification of the contents of the applications should be provided, especially with regard to the level of budget detail and identification of the local match, timeline for completion and work program tasks.
5. The guidelines suggest that all applications are due September 1. It is not explained if all applications will be considered at once or if there will be additional opportunities to apply for funds. In other words, it appears that a county regional railroad authority would only be able to submit an application on September 1 and that all funds will be allocated by November 15. This may be an issue for some counties who haven't yet established or have just established railroad authorities or who haven't yet had an opportunity to determine the types of planning studies in which they want to be involved. Also, by accepting applications only once, a regional rail authority does not appear to have the opportunity to come back to Mn/DOT to request preliminary engineering or final design funds once it has completed its planning activities.

6. Mn/DOT has not identified any evaluation criteria by which it will evaluate the applications nor have they suggested the evaluation criteria that the Metro Council and/or the Regional Transit Board should use in reviewing the applications. It is, therefore, not clear how decisions will be made among competing projects if total funding available is not sufficient for all applications.

#### FINDINGS AND RECOMMENDATIONS

- o Mn/DOT has developed a preliminary process for allocating light rail transit funds. Mn/DOT has asked the regional rail authorities, the Metro Council and the Regional Transit Board to review and comment upon this preliminary process.
- o Staff has reviewed the preliminary process and guidelines and suggests that clarifications be made in the following areas:
  1. The review process needs to be specified in more detail to confirm the intention that Metro Council/RTB review occur simultaneously, and address when the RTB should submit its comments to legislature and if and when these comments should also be sent to the regional rail authorities and Mn/DOT. Also, the need for community approval should be built into the timeline.
  2. The guidelines should clarify project eligibility, i.e., whether it is expressly intended that only comprehensive LRT plans will be funded as planning activities.
  3. "Analysis," rather than "discussion," of LRT ridership projections, estimated construction costs and estimated operational costs and revenues should be required.
  4. Clarification of the application contents should be made especially with regard to budget detail, timelines and work program tasks.
  5. It should be clarified whether or not applications will only be accepted once in September, 1988.
  6. Mn/DOT should develop evaluation criteria to indicate how funding decisions will be made among competing projects.

#### ACTION REQUESTED

That the Regional Transit Board transmit the above comments to the Minnesota Department of Transportation for their consideration in refining their process and guidelines for allocating light rail transit funds.



Minnesota  
Department of Transportation  
Transportation Building  
St. Paul, Minnesota 55155

Office of Commissioner

(612) 296-3000

May 24, 1988

Elliott Perovich, Chairman  
Regional Transit Board  
270 Metro Square Building  
St. Paul, MN 55101

  
Dear Mr. Perovich:

Governor Perpich recently signed legislation authorizing the Minnesota Department of Transportation to allocate \$4,170,000 to the seven metropolitan regional rail authorities for light rail transit (LRT) planning, preliminary design or construction. I take this opportunity to invite your review and comment of Mn/DOT's preliminary process for allocating these funds.

It is my intention to establish a process which will allow for allocation of the LRT funds in a timely yet thoughtful manner. The attached schedule allows 45 days for submittals and 60 days for the final allocation decision.

Please review the attached preliminary work program by June 20 and send any comments directly to:

Randy Halvorson  
Director, Office of Transit  
Minnesota Department of Transportation  
St. Paul, Minnesota 55155

If you have any questions, please call Randy at (612) 296-1615.

Sincerely,



LEONARD W. LEVINE  
Commissioner

DRAFT  
5/24/88

MINNESOTA DEPARTMENT OF TRANSPORTATION

ALLOCATION OF STATE LRT FUNDS

I. TIME SCHEDULE

- |  |                  |
|--|------------------|
| 1. Prepare preliminary allocation process  | May 1 - May 20   |
| 2. Circulate preliminary allocation process for review by regional rail authorities, Met Council (MC) and Regional Transit Board (RTB) | May 24 - June 20 |
| 3. Finalize allocation process   | June 21 - July 1 |
| 4. Solicit requests from regional rail authorities   | July 5 - Sept. 1 |
| 5. Review of requests by RTB and MC  | Sept. 2 - Nov. 1 |
| 6. Allocation of funds by Mn/DOT   | November 15      |

In the event that requests exceed available funds, specific criteria will be established to rank proposals. Additional review by the legislature will be required for any allocation for construction.

II. STATUTORY AUTHORITY

Governor Perpich signed legislation which appropriates \$4,170,000 to the Minnesota Department of Transportation for the following purpose:

1. The law authorizes Mn/DOT to allocate funds "for distribution to regional railroad authorities in the metropolitan area if matched by other funds on a dollar for dollar basis for planning, preliminary engineering, design, and construction of light rail transit facilities."
2. The law provides that the "commissioner shall request applications from all eligible regional railroad authorities. The commissioner shall establish a reasonable deadline for submittal of applications. The commissioner may not distribute more than 60 percent of the available funds to a single recipient. Before distributing money to any regional railroad authority, the commissioner shall request review and comment on the applications from the metropolitan council and the regional transit board. The council and the board have 60 days to comment. The commissioner shall consider the comments of the council and board in evaluating applications and distributing funds. Before distributing any funds for construction, the commissioner shall report to the legislature on the use and planned distribution of construction funds."

3. The law provides that "the council and the regional transit board shall review and comment on comprehensive light rail transit plans and preliminary design plans of regional railroad authorities. The council and the board shall conduct their review and comment before the regional railroad authority prepares final design plans. The council and the board may undertake the study necessary for this review, in accordance with the provisions of section 473.17 and notwithstanding the provisions of section 473.398.

The council and the board shall review comprehensive light rail transit plans in accordance with Laws 1987, chapter 405, section 6. The council and the board in reviewing the comprehensive light rail transit plans, and the authority in preparing those plans, shall, to the extent practicable, ensure the acquisition, lease or preservation of the right of way for planned light rail transit corridors, so that the planned corridors are ready for construction and development and so that corridor development and priorities are not determined by right of way ownership.

The authority's light rail transit plans shall provide for the staged development of the light rail transit system.

The light rail transit plans and the comments of the council and the board must be transmitted to the legislature."

### III. PRELIMINARY ALLOCATION GUIDELINES

Requests for funds must be submitted in one of the following categories:

#### 1. PLANNING

Applications in this category must address, but are not limited to, the following:

- o Proposal for the preparation of a comprehensive LRT plan which includes:
  - description of local transportation needs
  - description of planning process which ensures consideration of a regional perspective
  - identification of potential LRT corridors and right of way availability
  - discussion of LRT ridership projections
  - identification of linkage with other county LRT projects
  - description of LRT relationship to highway system
  - description of LRT relationship to transit system
  - discussion of LRT impact on local development
  - discussion of estimated costs to construct
  - discussion of estimated operational costs and revenues

- o Time frame for completion of LRT plan
- o Budget (including source of local dollar for dollar match)

## 2. PRELIMINARY ENGINEERING

As a prerequisite to receiving preliminary engineering funds, an LRT comprehensive plan must be reviewed by the Metropolitan Council and Regional Transit Board, and adopted by the regional railroad authority and/or county board.

Applications in this category must address, but are not limited to, the following:

- o Identification of proposed LRT system
- o Identification of specific corridor and routes advanced to preliminary engineering
- o Discussion of scoping process to select specific corridor and routes
- o Identification of project priority and scoping process
- o Identification of required environmental impact statements
- o Establishment of appropriate government roles and responsibilities (municipal, county, region, state, federal)
- o Identification of the project management structure:
  - identification of all public jurisdiction and private sector involvement
  - identification and involvement of system operator
  - establishment of fiscal and administrative processes
- o Identification of selected LRT route and/or routes
- o Identification of appropriate standards and specifications
- o Identification of system implementation strategy (e.g. traditional, design build, turnkey)
- o Time frame for completion of LRT route and/or routes
- o Budget (including source of local dollar for dollar match)

## 3. FINAL DESIGN AND CONSTRUCTION

As a prerequisite for final design and construction funds, applicants must have the following:

LRT Allocation  
DRAFT Page 4  
May 24, 1988

- o LRT comprehensive plan adopted by the regional rail authority and/or county board, and reviewed by the Metropolitan Council and Regional Transit Board
- o Complete preliminary engineering plan including securement of all appropriate environmental and regulatory approvals

Applications in this category must address, but are not limited to, the following:

- o Civil engineering (e.g. right of way, roadbed, tracks, etc.)
- o Systems (e.g. vehicles, electrification, communications and support services, etc.)
- o Stations (e.g. platform, parking, shelters, etc.)
- o Operation (development of operational rules, procedures and strategies)
- o Maintenance and security
- o Time frame for completion of LRT route and/or routes
- o Budget (including source of local dollar for dollar match)



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

### REPORTS OF THE POLICY COMMITTEE

At its meeting of May 16, 1988, the committee reviewed and approved the following:

#### DRAFT ENVIRONMENTAL IMPACT STATEMENT FOR SHEPARD ROAD/WARNER ROAD FROM RANDOLPH AVENUE TO EAST CBD BYPASS AND EAST BYPASS FROM WARNER ROAD TO I-35E

That the Regional Transit Board notify the City of St. Paul that it has completed its review of the Draft Environmental Impact Statement for Shepard Road/Warner Road from Randolph Avenue to East CBD Bypass and East CBD Bypass from Warner Road to I-35E. Furthermore, the Regional Transit Board suggests that the city include a review of locating an LRT line along Shepard Road in the Environmental Impact Statement pending future decisions by the Ramsey County Regional Railroad Authority and also examine possible preferential treatments for high occupancy vehicles such as ramp bypass lanes.

#### AD HOC COMMITTEE ON LIGHT RAIL TRANSIT

That the Regional Transit Board appoint an Ad Hoc Light Rail Transit Committee.

The committee discussed but took no action on the Rideshare Evaluation Findings and Recommendations.

The board's comments on the Metropolitan Council's Transportation Development Guide/Policy Plan were discussed and approved; however, the board took final action on this matter at its special meeting of May 31, 1988.

At its meeting of May 23, 1988, the committee reviewed and approved the following:

Resolution No. 88-06 - Ratifying Resolution of the Regional Transit Board Providing for Issuance of General Obligation Transit System Certificates, Series 1988B, and Related Matters.

The committee heard a report on the final report on the Metro Mobility Consultant's Evaluation and discussed the Metro Mobility Legislative Report. The Metro Mobility Legislative Report was placed on the agenda of the special board meeting of May 31, 1988.

Doris Caranicas  
Chair

PCtoBD  
RTBTX1



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

RESOLUTION NO. 88-06

RATIFYING RESOLUTION OF REGIONAL TRANSIT BOARD  
PROVIDING FOR ISSUANCE OF GENERAL OBLIGATION  
TRANSIT SYSTEM CERTIFICATES, SERIES 1988B,  
AND RELATED MATTERS

WHEREAS, the Metropolitan Transit Commission (the "Commission") adopted on March 9, 1988, Resolution No. 88-21 requesting that the Regional Transit Board (the "Board") request, by a vote of at least two-thirds of its members, that the Metropolitan Council (the "Council") issue its general obligations bonds in the amount of \$17,000,000 to finance the Board's 1988-89 capital program for the Commission; and

WHEREAS, the Board adopted by a vote of not less than two-thirds of its members on March 21, 1988, requested that the Council issue the general obligation bonds in the amount of \$17,000,000 to finance the Board's 1988-89 capital program for the Commission; and

WHEREAS, the Council by Resolution No. 88-32 (the "Bond Resolution") on May 12, 1988 accepted bid sale on \$17,000,000 General Obligation Transit System Certificates, Series 1988B and provided for their issuance.

NOW, THEREFORE, BE IT RESOLVED:

1. THAT the Regional Transit Board ratifies, affirms and approves the Bond Resolution and agrees to be bound by all provisions therein relating to the Board.

Adopted this 6th day of June, 1988.

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Elliott Perovich, Chairman

---

Mary Fitzgerald, Secretary



MEETING OF THE REGIONAL TRANSIT BOARD  
Monday, June 6, 1988  
Metropolitan Council Chambers  
4:00 p.m.

AGENDA

- 1. Call to Order and Roll Call
- 2. Approval of Agenda
- 3. Consent List
- 4. Approval of Metro Mobility Customer Service Enhancement Project
- 5. Review and Comment on Minnesota Department of Transportation's Preliminary Process for Allocation of Light Rail Transit Funds
- 6. Change Date of Regular Board Meeting from June 20 to June 27, 1988

7. REPORT OF THE ADMINISTRATION AND FINANCE COMMITTEE

- A. Regional Transit Board Contract with Southwest Metro Transit Commission

Ruth Franklin,  
Chair

8. REPORTS OF THE POLICY COMMITTEE

- A. Draft Environmental Impact Statement for Shepard Road/Warner Road from Randolph Avenue to East CBD Bypass and East Bypass from Warner Road to I-35E
- B. Ad Hoc Committee on Light Rail Transit
- C. Resolution No. 88-06 - Ratifying Resolution of Regional Transit Board Providing for Issuance of General Obligation Transit System Certificates, Series 1988B, and Related Matters

Doris Caranicas,  
Chair

9. OTHER BUSINESS:

- A. Chairman's Report
- B. Members' Reports
- C. Advisory Committee Reports
- D. Staff Reports

*me & L social Dayton Ave 1619 9:00*

10. PUBLIC COMMENT

Elliott Perovich  
Chairman

*Macey City*  
~~\_\_\_\_\_~~  
~~\_\_\_\_\_~~  
~~\_\_\_\_\_~~  
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270 Metro Square Building, Saint Paul, Minnesota 55101  
612/292-8789

### REPORTS OF THE POLICY COMMITTEE

At its meeting of May 16, 1988, the committee reviewed and approved the following:

#### DRAFT ENVIRONMENTAL IMPACT STATEMENT FOR SHEPARD ROAD/WARNER ROAD FROM RANDOLPH AVENUE TO EAST CBD BYPASS AND EAST BYPASS FROM WARNER ROAD TO I-35E

That the Regional Transit Board notify the City of St. Paul that it has completed its review of the Draft Environmental Impact Statement for Shepard Road/Warner Road from Randolph Avenue to East CBD Bypass and East CBD Bypass from Warner Road to I-35E. Furthermore, the Regional Transit Board suggests that the city include a review of locating an LRT line along Shepard Road in the Environmental Impact Statement pending future decisions by the Ramsey County Regional Railroad Authority and also examine possible preferential treatments for high occupancy vehicles such as ramp bypass lanes.

#### AD HOC COMMITTEE ON LIGHT RAIL TRANSIT

That the Regional Transit Board appoint an Ad Hoc Light Rail Transit Committee.

The committee discussed but took no action on the Rideshare Evaluation Findings and Recommendations.

The board's comments on the Metropolitan Council's Transportation Development Guide/Policy Plan were discussed and approved; however, the board took final action on this matter at its special meeting of May 31, 1988.

At its meeting of May 23, 1988, the committee reviewed and approved the following:

Resolution No. 88-06 - Ratifying Resolution of the Regional Transit Board Providing for Issuance of General Obligation Transit System Certificates, Series 1988B, and Related Matters.

The committee heard a report on the final report on the Metro Mobility Consultant's Evaluation and discussed the Metro Mobility Legislative Report. The Metro Mobility Legislative Report was placed on the agenda of the special board meeting of May 31, 1988.

Doris Caranicas  
Chair

PCtoBD  
RTBTX1



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

RESOLUTION NO. 88-06

RATIFYING RESOLUTION OF REGIONAL TRANSIT BOARD  
PROVIDING FOR ISSUANCE OF GENERAL OBLIGATION  
TRANSIT SYSTEM CERTIFICATES, SERIES 1988B,  
AND RELATED MATTERS

WHEREAS, the Metropolitan Transit Commission (the "Commission") adopted on March 9, 1988, Resolution No. 88-21 requesting that the Regional Transit Board (the "Board") request, by a vote of at least two-thirds of its members, that the Metropolitan Council (the "Council") issue its general obligations bonds in the amount of \$17,000,000 to finance the Board's 1988-89 capital program for the Commission; and

WHEREAS, the Board adopted by a vote of not less than two-thirds of its members on March 21, 1988, requested that the Council issue the general obligation bonds in the amount of \$17,000,000 to finance the Board's 1988-89 capital program for the Commission; and

WHEREAS, the Council by Resolution No. 88-32 (the "Bond Resolution") on May 12, 1988 accepted bid sale on \$17,000,000 General Obligation Transit System Certificates, Series 1988B and provided for their issuance.

NOW, THEREFORE, BE IT RESOLVED:

1. THAT the Regional Transit Board ratifies, affirms and approves the Bond Resolution and agrees to be bound by all provisions therein relating to the Board.

Adopted this 6th day of June, 1988.

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Elliott Perovich, Chairman

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Mary Fitzgerald, Secretary

REGIONAL TRANSIT BOARD

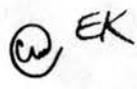
Suite 270 Metro Square Building, Saint Paul, Minnesota 55101  
292-8789

DATE: June 1, 1988  
TO: Administration and Finance Committee  
FROM: Cynthia Mayer, Project Administrator   
SUBJECT: Correction of Memorandum

In the memorandum dated May 31, 1988, titled Approval of Section 16(b)2 Grant Applications, the ranking order of applicants was incorrectly displayed. The attached revision dated June 1 should be substituted for the Administration and Finance Committee review on June 6.

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101  
292-8789

DATE: June 1, 1988  
TO: Administration and Finance Committee  
FROM: Cynthia Mayer, Project Administrator   
SUBJECT: Approval of Section 16(b)2 Grant Applications

SUMMARY

This memorandum recommends that the Board approve to be submitted to the Minnesota Department of Transportation (Mn/DOT) the ranking of 12 metropolitan area applications being considered for Urban Mass Transportation Administration (UMTA) Section 16(b)2 funding.

BACKGROUND

The UMTA 16(b)2 grant program provides 80 percent capital funding to private, nonprofit providers serving the elderly and disabled. This year, a total of \$629,179 has been allocated to the state of Minnesota.

Mn/DOT, the designated grant recipient, annually solicits applications for lift-equipped vehicles, which are awarded based on the recommendations of a state-wide review committee. At the request of Mn/DOT, the RTB has a staff representative serving on the committee, which meets June 14, 1988 to decide the awards.

In past years, applications from local nonprofit providers were first reviewed by the Metropolitan Council to rank the applicants based on the extent and urgency of need for vehicles. The RTB assisted the Met Council in this review.

This year, the Met Council has requested that the RTB take the lead role in evaluating and ranking the metropolitan area applications. Twelve applications have been received by Mn/DOT from nonprofit providers in the metropolitan area.

DISCUSSION

To begin the review process, RTB staff formed an evaluation committee, which consisted of two Transportation Handicapped Advisory Committee (THAC) members,

16(B)2 GRANT APPLICATIONS

June 1, 1988

Page 2

a Met Council representative, and three RTB staff members. The following criteria developed by Mn/DOT were used to evaluate the applicants:

1. Degree of coordination and cooperation among local organizations and existing transit and paratransit operators.
2. Extent and urgency of local needs.
3. Financial capability to provide local match and operating monies.
4. Management capability in the areas of driver selection and training, vehicle maintenance and service planning.
5. Quality and thoroughness of the operating plan, including routes, schedules, ridership projections and vehicle utilization.

Another criterion applied by the RTB was that the service should not duplicate but rather complement existing elderly and disabled services in the metropolitan area.

Based on these criteria, the twelve applicants were ranked in order of importance, as follows:

1. Carver County Coordinated Services, Inc.
2. Sister Kenny Institute
3. East Side Neighborhood Services, Inc.
4. Rise, Inc.
5. Presbyterian Homes of Minnesota
6. Walker Methodist Residence and Health Services, Inc.
7. Dakota, Inc.
8. Rakhma, Inc.
9. Ebenezer Society
10. Human Services Inc.
11. Phoenix Inc.
12. Vinland National Center

For more detailed information, a brief description and analysis of each of the provider applications is attached.

It should be noted that two Metro Mobility providers submitted applications for 16(b)2 vehicles: Ebenezer Society and Human Services, Inc. Last year, Mn/DOT did not award 16(b)2 vehicles to Metro Mobility providers. Attached is a letter from Metro Ride, Inc. to Mn/DOT that files opposition to the use of 16(b)2 vehicles in Metro Mobility service.

The ranking above reflects the relatively low importance of the applications received from Metro Mobility providers, first, because the use of federally funded equipment in Metro Mobility service represents an unfair competitive

16(B)2 GRANT APPLICATIONS  
June 1, 1988  
Page 3

advantage, a finding consistent with UMTA policies on private sector participation. Second, the use of 16(b)2 vehicles in the Twin Cities metropolitan area is appropriately focused on the needs of the social service agency transportation network, which complements Metro Mobility service.

ACTION REQUESTED

That the Regional Transit Board approve the enclosed ranking of applicants for UMTA Section 16(b)2 vehicles to be submitted to the Minnesota Department of Transportation for final evaluation.

CM:EK:jmo  
Attachments  
EKAF06/TX2

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101  
292-8789

DATE: June 1, 1988  
TO: Administration and Finance Committee  
FROM: Edward Kouneski, Programs Manager *EK*  
SUBJECT: Supplementatal Information for Metro Mobility Item

The attached list of services proposed by the Metropolitan Center for Independent Living (MCIL) was inadvertently omitted from the Administration and Finance Committee mailing yesterday.

Please insert this attachment in your A&F Committee packet. It will be reviewed as part of the staff memorandum dated May 31, 1988, titled "Metro Mobility Administrative Improvements."

Potential Services  
of  
Metropolitan Center for Independent Living

to the

Regional Transit Board  
April 26, 1988

The Metropolitan Center for Independent Living (MCIL) is committed to quality affordable and accessible transportation for persons with disabilities. The Regional Transit Board (RTB) is will aware of the efforts of MCIL and the position which the center has taken regarding the availability of service, the safety for the riders and the manner in which individuals have been trusted.

It is our belief that MCIL can contribute a great deal to the resolution of issues which have been addressed in a variety of ways in the past.

MCIL is prepared to provide services to the Regional Transit Board in the following areas:

1. Contract Compliance

- a. Development and completion of the Policy Manual
- b. Development of criteria to measure performance and evaluate the system.
- c. Quality of service monitoring (Quad Squad)

2. Rider Certification

- a. Policy to determine who is eligible must be established.
- b. The rider eligibility criteria must be clarified and adhere to.
- c. Review and define eligibility of criteria
- d. Renew rider certification for those eligible
- e. Certify new riders

3. Consumer Representation

- a. Establish rider representative position to cover all hours of service - Separate from MMAC.
- b. Establish guidelines and performance requirements to express quick, adequate resolutions.
- c. Arrange for back up, emergency service for persons left without a ride.
- d. Prepare monthly newsletter to consumers - to be produced by RTB.

4. Financial Resolution

- a. Coordinator of all organizations receiving transit related funds
- b. Assist in reporting already required by law in 1988.

It is our belief that the transit system should be designed and operated in the best manner for the consumer of the service. We believe that a re-orientation of purpose and increase expectation of quality of service are required.

MCIL can provide to the RTB a prospective which emphasizes the needs of the customer. If the system is designed for the consumer the rest will follow.

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101  
292-8789

DATE: May 26, 1988  
TO: Regional Transit Board  
FROM: Elliott Perovich, Chairman  
SUBJECT: Consent List

The following comprehensive plan amendment has been reviewed by the staff and chairman of the Regional Transit Board (RTB). In my opinion, the amendment meets the standards of consent referrals adopted by the board.

City of Roseville Comprehensive Plan Amendments

The City of Roseville is requesting Metropolitan Council approval for two amendments. The first would change the land use designation for a 1.98 acre parcel from business to high density residential. The second would redesignate a 4.2 acre parcel from industrial to business. After review of the amendments, the RTB finds no significant impact on transit.

EP:HB:jmo

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101  
292-8789

DATE: May 27, 1988  
TO: Chairman and Members of the Regional Transit Board  
FROM: Edward Kouneski, Programs Manager *EK*  
SUBJECT: Metro Mobility Customer Service Enhancement Project

SUMMARY

The purpose of this memorandum is to present and recommend a project to improve the customer service and complaint handling procedures of the Metro Mobility Administrative Center (MMAC) and providers. Action is requested to approve a contract with Pine & Associates to conduct this project.

BACKGROUND

Pine & Associates is an organizational training and development firm with specialized experience providing consulting services to the transit industry.

The firm was selected last year by the RTB to develop a Metro Mobility driver's training manual, which is now completed and soon will be distributed to providers. Members of the Transportation Handicapped Advisory Committee (THAC) and other interested parties participated in the development of the training manual.

DISCUSSION

Staff recently received a proposal from Pine & Associates to assist the MMAC in formalizing a method and process for responding to customer service reports. (See copy attached.) The proposal submitted by Pine & Associates not only addresses the procedures followed by the MMAC, but also those of the service provider. This is considered important since providers are directly responsible for motivating the behavior and performance of drivers, who have the most interaction with customers on a daily basis.

The work plan proposed by Pine & Associates mentions the involvement of THAC, the Metropolitan Center for Independent Living (MCIL), the State Council on Disability, and the United Handicapped Federation to provide advice on the development of new complaint handling procedures. It is critical that this involvement takes place. Moreover, it will be proposed that MCIL play an active and direct role to assist Pine & Associates in this project.

CUSTOMER SERVICE ENHANCEMENT

May 27, 1988

Page 2

In conclusion, the goal of the customer service project, as noted in the proposal, is to "design, test, implement, and evaluate" a Metro Mobility customer service function that is responsive to:

- o the service quality needs of the customers of Metro Mobility;
- o the data collection and information needs of the Metro Mobility Administrative Center; and
- o finally, the operational needs of the service provider.

Pine and Associates is well qualified to accomplish the goal of this project with the direct involvement of MCIL and input from THAC and other disabled advocacy groups.

ACTION REQUESTED

That the Regional Transit Board authorize the executive director to negotiate and enter into contract with Pine & Associates to conduct a Metro Mobility Customer Service Enhancement Project in an amount not to exceed \$10,000.

EK:jmo  
Attachment  
EKAF06/TX2

# Customer Service Enhancement Project

for

## Metro Mobility



prepared by

Pine & Associates  
and  
Graphic Ideas, Inc.  
927 1/2 Massachusetts  
Lawrence, Kansas 66044  
(913) 841-1071

May 1988

## A. Overview, Goals and Objectives

- OVERVIEW:** There appears a need to formalize the method and process of responding to customer service reports made by and on behalf of Metro Mobility service users.
- This workplan presents a systematic and comprehensive approach toward responding to the complaints and commendations made by and on behalf of the customers of Metro Mobility. As importantly, it also provides for accurate documentation and timely reporting of complaints and commendations for Metro Mobility program administrative purposes. Finally, it allows for the establishment of management programs and practices that provide consequences for both the service provider and the individual driver, both positively and negatively.
- PROJECT GOAL:** To design, test, implement and evaluate a customer service function responsive to the service quality needs of the customers of Metro Mobility; the data collection and information needs of the Metro Mobility Administrative Center and the RTB; and finally, the operational needs of the service provider.
- OBJECTIVES:**
- To systematically gather and accurately document reports of service quality initiated and made by and on behalf of the customers of Metro Mobility.
  - To respond to the initiator of service quality incident reports in a timely, professional and documented manner and with genuine intent.
  - To market to the service user the goal and process for reporting concerns and commendations and assuring confidentiality as requested.
  - To document category and quantity of customer service reports and consolidate them into a useful management information system for timely and relevant decision making and reporting purposes for the Metro Mobility Administrative Center, the RTB and other organizations as directed.
  - To integrate customer service reports into both consequences and motivational format for Metro Mobility providers.
  - To design behavioral intervention programs available to the Metro Mobility provider that are designed to motivate the behavior of drivers through the use of no and low-cost incentives.

## B. Project Introduction and Purpose

Objective indicators of service quality are often rare or impossible to find. Measures of service quality are typically subjective judgements based on feedback from the service user. That feedback can be in the form of a formal customer survey. However, on an on-going basis, it is most likely to be found as type and quantity of complaints and commendations made toward providers by and on behalf of service users.

Some would speculate that complaints and commendations are useful only to indicate relational standing. Specifically, and with respect to Metro Mobility, this would mean how is the same provider (or the service as a whole) doing relative to the same period a year ago or month ago, or when compared to some standard or goal? Or how does the quantity of positive and negative reports toward one provider compare to those toward another provider, given the same criteria such as number of complaints or commendation per customer trips?

Responding to complaints that involve alleged rule or criminal violations requires that the incident first be reported and documented before an investigation can begin and subsequent consequences can be invoked. Planning corrective action requires the systematic documentation of both complaints and complaint trends. Individual driver personnel files should contain reports (both positive and negative) on the quality of service provided by that driver during his or her affiliation.

Using customer complaints and commendations as a quality indicator for other purposes can lead to problems. Isolated incidents can be used to fuel hostile or negative attitude campaigns while commendations are ignored. Accurate information about the quality of the service may also be incomplete simply because of the characteristics of the service user. For example, some speculate that 1 out of 100 satisfied customers may provide a written commendation for a service provider who demonstrates meritorious service. But 1 out of 10 offended passengers would be likely to document a complaint for poor service.

Perhaps praise is more difficult to give than correction. Or anger can more easily motivate a reaction by a customer. Perhaps the service user of Metro Mobility is afraid of recrimination if he or she complains. This apparently happens in spite of the fact that the user has a choice of providers. It is also often possible that the well-intentioned action by a provider may be the focus of a customer's negative outlook, rather than the cause of it. Verification of complaints is often difficult.

Regardless, management action and decision-making first requires timely, accurate and relevant information about service quality from the service user. The following workplan proposes to address the informational needs regarding the service quality of Metro Mobility as measured by customer complaints and commendations. That information then avails itself for a variety of purposes.

## B. Project Introduction and Purpose (con't)

This workplan proposes to first document, secondly react to, and finally incorporate customer service quality report information into a systematic and effective motivational/action tool at two critical levels. The first level is inter-provider. That is, to utilize timely feedback on the relative standing of providers based on type and quantity of complaints and commendations in order to enhance competition between providers and promote management action toward employees. Secondly, it will provide the appropriate information to the individual provider in order for them to incorporate motivational programs into everyday driver performance management. These programs and practices would provide consequences for both poor service and exemplary service.

As part of the process of developing the information system to meet these objectives, input from a variety of sources will be sought to enhance the development process. Those sources would include, but not be limited to, the Transportation Handicap Advisory Committee, the Metropolitan Center for Independent Living, the State Council on Disability and the United Handicap Federation.

Additionally, the workscope and task list will provide supporting documentation, forms, procedures and all training necessary to complete the project. And the workplan will incorporate a vision of efficiency and ease of administration along with the objective of empathy and intent toward the initiator of service quality reports. Finally, the workscope and task list will meet the expectancy of minimal expense to incorporate and maintain.

## C. Task List

The workscope for the project will involve four basic tasks that are designed to provide an open forum for input into project development and participation in program implementation. Those four tasks are as follow:

1. Notification of project intent and problem identification.

This task is initiated by notifying Metro Mobility providers of project intent and soliciting information on how customer reports are taken, identifying action steps and evaluating subsequent consequences for involved parties. Importantly, provider goals for a customer report and response system will be solicited and their participation encouraged.

The Regional Transit Board, the Metro Mobility Administration Center and the Transportation Handicap Advisory Committee will be contacted with the intent of identifying past problems and expectations of the customer report and response system. Similar information will be solicited from the Metropolitan Center for Independent Living, the State Council on Disability and the United Handicap Federation. The RTB and MMAC will be encouraged to publicly announce the project intent and seek input from interested parties and action groups.

2. Formalization and presentation of system requirements.

All parties involved in problem identification and establishment of customer service expectations will be asked to review and comment on a draft presentation of system development requirements, system objectives, organizational roles and responsibilities and the overall process for implementation and maintenance of the system.

The results will be formalized and a detailed project timeline developed and presented to all involved parties.

3. System development.

System policy and procedure will be formalized and documented. Responsibilities will be assigned and support documentation will be developed and presented for the review and input of the involved parties.

### 3. System development (con't)

The vision of the customer report/response system is to begin with the general establishment of an accurate and timely information gathering and customer response procedure and then to provide that information as a basis for useful performance management techniques, including the establishment of consequences for individual driver behavior.

Three stages of system development will look to include...

**Stage 1      Customer service report collection and response.**

Stage one will begin the process of systematically gathering and consolidating customer reports of service quality. Integral to this process are general rules for quantifying type and frequency of the reports, appropriate interaction with the reporting party and finally, channeling the information in a timely and systematic way to where it provides the foundation for "consequence management" of the involved parties.

**Stage 2      Resources for provider/driver consequences.**

The customer response system needs to be effective beyond it's information gathering role. It needs to serve as the foundation for rule/criminal investigation, provide positive feedback for exemplary performance, establish trends and deviations from standards, and serve as a source for employee performance motivation. In stage 2, three areas of focus are:

1) Concentrating training resources for employees on complaint avoidance skills. Training is appropriate where drivers lack the skills and knowledge necessary to enhance interactions with passengers.

2) Performance management programs that are designed to call attention, through the use of low and no-cost motivators, to the relative performance of drivers regarding customer service. For example, public display (charting) and other techniques are proven effective in motivating and rewarding the desired behaviors.

3) Promoting systematic management practices involving individual driver actions that are information based. For example, providers need to clearly convey expectations regarding interactions with passengers and how the drivers involvement can be defined for purposes of consequence. Meeting or exceeding those defined expectations needn't be taken for granted. Neither should occasional or excessive violations of those expectations be ignored. Beyond training, how providers respond to customer service reports provides a model of the importance of customer service. Stage 2 will provide clear and straightforward guidelines for the provider on how to effectively respond to customer service reports, both positively and negatively.

Stage 3

**Summary reports for organizational motivation.**

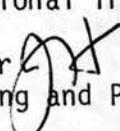
Providers will furnish information to the MMAC on customer service reports that have been taken directly by the provider. That information, in the form of quantity and type, will be added to MMAC intake, consolidated and reported back to the providers in a format that displays relative standing and trends for individual providers. This format tends to be both informational and motivational. Summary reports will also be forwarded to RTB and/or MTC as directed for informational purposes.

4 Evaluation, analysis and documentation.

As the system is developed, modifications will be made as necessary to help ensure it's successful completion. All due attention to the adage that participants will tend to support and maintain decisions that they had a hand in developing will be considered. All guidelines, roles and responsibilities will be formalized and documented. All forms and supporting resources will be modified and furnished as needed.

REGIONAL TRANSIT BOARD

Suite 270 Metro Square Building, Saint Paul, Minnesota 55101  
292-8789

DATE: May 26, 1988  
TO: Members of the Regional Transit Board  
FROM: Judith G. Hollander   
Director of Planning and Programs  
SUBJECT: Review and Comment on Mn/DOT's Preliminary Process for Allocation  
of Light Rail Transit Funds

SUMMARY

The purpose of this memorandum is to present staff comments and solicit input from board members on Mn/DOT's preliminary process for allocating light rail transit funds. Board approval of these comments is requested for submittal to Mn/DOT by their deadline of June 20.

BACKGROUND

Recent legislation provides that the Minnesota Department of Transportation (Mn/DOT) may appropriate \$4,170,000, "for distribution to regional railroad authorities in the metropolitan area if matched by other funds on a dollar for dollar basis for planning, preliminary engineering, design, and construction of light rail transit facilities." The legislation further states that, "before distributing money to any regional railroad authority the commissioner shall request review and comment on the applications from the Metropolitan Council and the Regional Transit Board..."

On May 24, 1988, the RTB received the attached letter from Commissioner Leonard Levine asking the RTB, along with the Metropolitan Council and the regional rail authorities, to review and comment on Mn/DOT preliminary process for allocating these funds. The allocation process, as presented in the Mn/DOT attachment, is comprised of the (1) time schedule, (2) statutory authority, and (3) preliminary allocation guidelines. Because Mn/DOT is anxious to appropriate these funds to the rail authorities, their schedule for adoption of the process and guidelines is very aggressive; they have requested that all parties submit their comments to them by June 20. In order to meet this deadline, it is necessary that staff present its analysis and comments directly to the Regional Transit Board at its meeting of June 6, rather than first providing for committee discussion.

## ANALYSIS

### Time Schedule

Mn/DOT's preliminary process for allocating light rail transit funds is being reviewed by regional rail authorities, the Metro Council and the Regional Transit Board. Mn/DOT plans to finalize the allocation process by July 1, 1988, immediately solicit funding from regional rail authorities for submittal by September 1, and ask the Metro Council and the RTB review the funding requests by November 1. Funds would be allocated by November 15, 1988.

### Preliminary Allocation Guidelines

Mn/DOT's preliminary allocation guidelines provide for funding requests to be submitted in one of the following categories (see the attachment for more detail):

1. Planning

Applications for planning purposes must include a proposal for the preparation of a comprehensive LRT plan, a time frame for completion of the plan and a budget.

2. Preliminary Engineering

Mn/DOT is requiring that as a prerequisite to receiving preliminary engineering funds, an LRT comprehensive plan must be reviewed by the Metro Council and Regional Transit Board and adopted by the regional railroad authority and/or county board. Elements of the funding application for funding for preliminary engineering are specified.

3. Final Design and Construction

Mn/DOT is requiring again that a comprehensive LRT plan be completed and adopted by the regional rail authority and/or county board and reviewed by the Metro Council and Regional Transit Board and also that a preliminary engineering plan be approved before application can be made for funding for final design and construction.

It should be noted that Mn/DOT needs to report to the Legislature prior to distributing construction funds.

### Staff Comments

Mn/DOT has developed guidelines and an allocation process for its light rail transit funds which is simple and straightforward, and is intended to provide funding to regional rail authorities within 1988. RTB staff commends Mn/DOT's

efforts to provide an easy process and fast turnaround time; however, feels that the following clarifications to the process and guidelines should be made.

1. The Metro Council/Regional Transit Board review process needs to be specified in more detail. Each agency has 60 days to comment. It is assumed that this review be done simultaneously rather than having the RTB submit its comments to the Metro Council. The RTB is required to submit its comments on LRT comprehensive plans to the legislature; however, it is clearly advisable that these comments also be provided to the regional rail authorities and Mn/DOT. Mn/DOT should outline the process, including a timetable, by which these plans and the comments made by the RTB and the Metro Council will be reviewed. Furthermore, community approval for preliminary engineering and final design and construction is not mentioned, although required by other legislation. Community review needs to be built into the review process.
2. The guidelines appear to suggest that only countywide comprehensive LRT plans will be considered, thus implying that corridor/alignment plans such as that recently done jointly by the Ramsey County Regional Rail Authority and the RTB would not be considered for funding. There may be justification for this, but eligible activities should be clearly explained and justified.
3. With regard to the contents of the comprehensive LRT plan, the term "discussion" should be replaced with "analysis" as it relates to LRT ridership projections, estimated costs to construct, and estimated operational costs and revenues.
4. Clarification of the contents of the applications should be provided, especially with regard to the level of budget detail and identification of the local match, timeline for completion and work program tasks.
5. The guidelines suggest that all applications are due September 1. It is not explained if all applications will be considered at once or if there will be additional opportunities to apply for funds. In other words, it appears that a county regional railroad authority would only be able to submit an application on September 1 and that all funds will be allocated by November 15. This may be an issue for some counties who haven't yet established or have just established railroad authorities or who haven't yet had an opportunity to determine the types of planning studies in which they want to be involved. Also, by accepting applications only once, a regional rail authority does not appear to have the opportunity to come back to Mn/DOT to request preliminary engineering or final design funds once it has completed its planning activities.

6. Mn/DOT has not identified any evaluation criteria by which it will evaluate the applications nor have they suggested the evaluation criteria that the Metro Council and/or the Regional Transit Board should use in reviewing the applications. It is, therefore, not clear how decisions will be made among competing projects if total funding available is not sufficient for all applications.

#### FINDINGS AND RECOMMENDATIONS

- o Mn/DOT has developed a preliminary process for allocating light rail transit funds. Mn/DOT has asked the regional rail authorities, the Metro Council and the Regional Transit Board to review and comment upon this preliminary process.
- o Staff has reviewed the preliminary process and guidelines and suggests that clarifications be made in the following areas:
  1. The review process needs to be specified in more detail to confirm the intention that Metro Council/RTB review occur simultaneously, and address when the RTB should submit its comments to legislature and if and when these comments should also be sent to the regional rail authorities and Mn/DOT. Also, the need for community approval should be built into the timeline.
  2. The guidelines should clarify project eligibility, i.e., whether it is expressly intended that only comprehensive LRT plans will be funded as planning activities.
  3. "Analysis," rather than "discussion," of LRT ridership projections, estimated construction costs and estimated operational costs and revenues should be required.
  4. Clarification of the application contents should be made especially with regard to budget detail, timelines and work program tasks.
  5. It should be clarified whether or not applications will only be accepted once in September, 1988.
  6. Mn/DOT should develop evaluation criteria to indicate how funding decisions will be made among competing projects.

#### ACTION REQUESTED

That the Regional Transit Board transmit the above comments to the Minnesota Department of Transportation for their consideration in refining their process and guidelines for allocating light rail transit funds.



Minnesota  
Department of Transportation  
Transportation Building  
St. Paul, Minnesota 55155

Office of Commissioner

(612) 296-3000

May 24, 1988

Elliott Perovich, Chairman  
Regional Transit Board  
270 Metro Square Building  
St. Paul, MN 55101

  
Dear Mr. Perovich:

Governor Perpich recently signed legislation authorizing the Minnesota Department of Transportation to allocate \$4,170,000 to the seven metropolitan regional rail authorities for light rail transit (LRT) planning, preliminary design or construction. I take this opportunity to invite your review and comment of Mn/DOT's preliminary process for allocating these funds.

It is my intention to establish a process which will allow for allocation of the LRT funds in a timely yet thoughtful manner. The attached schedule allows 45 days for submittals and 60 days for the final allocation decision.

Please review the attached preliminary work program by June 20 and send any comments directly to:

Randy Halvorson  
Director, Office of Transit  
Minnesota Department of Transportation  
St. Paul, Minnesota 55155

If you have any questions, please call Randy at (612) 296-1615.

Sincerely,



LEONARD W. LEVINE  
Commissioner

DRAFT  
5/24/88

MINNESOTA DEPARTMENT OF TRANSPORTATION

ALLOCATION OF STATE LRT FUNDS

I. TIME SCHEDULE

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| 1. Prepare preliminary allocation process  | May 1 - May 20   |
| 2. Circulate preliminary allocation process for review by regional rail authorities, Met Council (MC) and Regional Transit Board (RTB) | May 24 - June 20 |
| 3. Finalize allocation process   | June 21 - July 1 |
| 4. Solicit requests from regional rail authorities   | July 5 - Sept. 1 |
| 5. Review of requests by RTB and MC  | Sept. 2 - Nov. 1 |
| 6. Allocation of funds by Mn/DOT   | November 15      |

In the event that requests exceed available funds, specific criteria will be established to rank proposals. Additional review by the legislature will be required for any allocation for construction.

II. STATUTORY AUTHORITY

Governor Perpich signed legislation which appropriates \$4,170,000 to the Minnesota Department of Transportation for the following purpose:

1. The law authorizes Mn/DOT to allocate funds "for distribution to regional railroad authorities in the metropolitan area if matched by other funds on a dollar for dollar basis for planning, preliminary engineering, design, and construction of light rail transit facilities."
2. The law provides that the "commissioner shall request applications from all eligible regional railroad authorities. The commissioner shall establish a reasonable deadline for submittal of applications. The commissioner may not distribute more than 60 percent of the available funds to a single recipient. Before distributing money to any regional railroad authority, the commissioner shall request review and comment on the applications from the metropolitan council and the regional transit board. The council and the board have 60 days to comment. The commissioner shall consider the comments of the council and board in evaluating applications and distributing funds. Before distributing any funds for construction, the commissioner shall report to the legislature on the use and planned distribution of construction funds."

3. The law provides that "the council and the regional transit board shall review and comment on comprehensive light rail transit plans and preliminary design plans of regional railroad authorities. The council and the board shall conduct their review and comment before the regional railroad authority prepares final design plans. The council and the board may undertake the study necessary for this review, in accordance with the provisions of section 473.17 and notwithstanding the provisions of section 473.398.

The council and the board shall review comprehensive light rail transit plans in accordance with Laws 1987, chapter 405, section 6. The council and the board in reviewing the comprehensive light rail transit plans, and the authority in preparing those plans, shall, to the extent practicable, ensure the acquisition, lease or preservation of the right of way for planned light rail transit corridors, so that the planned corridors are ready for construction and development and so that corridor development and priorities are not determined by right of way ownership.

The authority's light rail transit plans shall provide for the staged development of the light rail transit system.

The light rail transit plans and the comments of the council and the board must be transmitted to the legislature."

### III. PRELIMINARY ALLOCATION GUIDELINES

Requests for funds must be submitted in one of the following categories:

#### 1. PLANNING

Applications in this category must address, but are not limited to, the following:

- o Proposal for the preparation of a comprehensive LRT plan which includes:
  - description of local transportation needs
  - description of planning process which ensures consideration of a regional perspective
  - identification of potential LRT corridors and right of way availability
  - discussion of LRT ridership projections
  - identification of linkage with other county LRT projects
  - description of LRT relationship to highway system
  - description of LRT relationship to transit system
  - discussion of LRT impact on local development
  - discussion of estimated costs to construct
  - discussion of estimated operational costs and revenues

- o Time frame for completion of LRT plan
- o Budget (including source of local dollar for dollar match)

## 2. PRELIMINARY ENGINEERING

As a prerequisite to receiving preliminary engineering funds, an LRT comprehensive plan must be reviewed by the Metropolitan Council and Regional Transit Board, and adopted by the regional railroad authority and/or county board.

Applications in this category must address, but are not limited to, the following:

- o Identification of proposed LRT system
- o Identification of specific corridor and routes advanced to preliminary engineering
- o Discussion of scoping process to select specific corridor and routes
- o Identification of project priority and scoping process
- o Identification of required environmental impact statements
- o Establishment of appropriate government roles and responsibilities (municipal, county, region, state, federal)
- o Identification of the project management structure:
  - identification of all public jurisdiction and private sector involvement
  - identification and involvement of system operator
  - establishment of fiscal and administrative processes
- o Identification of selected LRT route and/or routes
- o Identification of appropriate standards and specifications
- o Identification of system implementation strategy (e.g. traditional, design build, turnkey)
- o Time frame for completion of LRT route and/or routes
- o Budget (including source of local dollar for dollar match)

## 3. FINAL DESIGN AND CONSTRUCTION

As a prerequisite for final design and construction funds, applicants must have the following:

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- o LRT comprehensive plan adopted by the regional rail authority and/or county board, and reviewed by the Metropolitan Council and Regional Transit Board
- o Complete preliminary engineering plan including securement of all appropriate environmental and regulatory approvals

Applications in this category must address, but are not limited to, the following:

- o Civil engineering (e.g. right of way, roadbed, tracks, etc.)
- o Systems (e.g. vehicles, electrification, communications and support services, etc.)
- o Stations (e.g. platform, parking, shelters, etc.)
- o Operation (development of operational rules, procedures and strategies)
- o Maintenance and security
- o Time frame for completion of LRT route and/or routes
- o Budget (including source of local dollar for dollar match)